# UNFPA Fast Track Policies and Procedures

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SECTION 1: INTRODUCTION

1.1. What are the Fast Track Procedures?

The Fast Track Procedures (FTPs) are a set of procedures that offer UNFPA country offices in special situations greater delegation of authority and flexibility in specific programme and operational areas for a time-bound period. They represent a modification to the standard policies and procedures in the PPM and are designed to facilitate a rapid response to country demands.

1.2. Who is eligible to apply the Fast Track Procedures?

UNFPA country offices that are operating in particularly challenging local contexts and need to make time-critical interventions are eligible and can request authorization to use the Fast Track Procedures. The eligibility criteria cover the following situations:

(i) **Humanitarian Crisis:** A humanitarian crisis has been declared by the national authorities and support offered by the Office of Coordination for Humanitarian Affairs or by the UNCT.

(ii) **Special Circumstances:** This will apply to country situations outside the context of a crisis that warrant special consideration for the delivery of strategic and time-critical development results. It will most likely occur in countries that are characterized by weak institutional capacities and are unable to deliver basic services to the majority of the population or apply to unforeseen events. Since this situation is context-specific, it will require a judgment call by UNFPA management, at all levels, on the gravity of the situation. The country office should indicate the risks of non-action including on the credibility and reputation of the Fund.

In a security compromised setting, where staff, assets and/or operations are exposed to increased vulnerability, the Fast Track Procedures may need to be activated to mitigate actual or potential risks.

The FTPs may be activated for the entire UNFPA country programme or restricted to specific UNFPA supported projects (and/or specific geographic areas). Moreover, the country office may request activation across all functional areas (programme, finance, human resources and procurement) provided under the Fast Track Procedures or restrict use to specific functional areas only.
1.3. What do the Fast Track Procedures cover?

The Fast Track Procedures focus on critical programme and operational areas that have the potential of enhancing the capacity of the country office to deliver support rapidly and with flexibility in special situations. They cover the following areas:

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<td><strong>Procurement Management</strong></td>
<td>The EPP are used in reference to other procedures in the Fast Tracking Policies and Procedures and consists of eight sections. Among others, details operation instructions are provided to,</td>
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1.4. Who is responsible for what?

Any adjustments in the roles and responsibilities of concerned staff at all levels related to the modified procedure are reflected under each section of the Fast Track Procedures. The Fast Track Procedures in providing increased flexibility in the application of standard policies and procedures carry greater risks in terms of accountability. Hence, the UNFPA Representative/Country Director must take into account the capacities of the country office to manage the Fast Track Procedures responsibly and apply the usual standards of accountability across all actions. Should there be sufficient justification to warrant support for additional human resources, the country office can tap into the surge initiative through which internal staff may be deployed within 72 hours for up to 3 months (hyperlink).

Activation of the Fast Track Procedures, depending on the volume of requests, will also have a bearing on the capacity of regional offices and headquarters (in particular, PD, DHR and DMS). Hence all concerned offices with any support functions related to fast tracking should consider appointing focal points and/or integrating this aspect as part of the responsibilities of the concerned office.

The UNFPA Fast Track Procedures are based on the UNDP Fast Track Procedures hence you will find that they are consistent in many aspects but not in all since our respective business models vary to some degree. There may be situations at the country level where both agencies have activated their own Fast Track Procedures (for instance in an acute emergency) or where only one agency has done so. In both cases, UNDP will provide the usual range of support services to UNFPA expeditiously in line with the cooperate understanding between the two agencies. The UNFPA Representative/Country Director, prior to seeking authorization to apply the Fast Track Procedure, should initiate discussions with the UNDP Resident Representative and/or UNDP Country Director to ensure full support once the activation has been formally approved by UNFPA headquarters.

1.5. How will the Fast Track Procedures be activated?

The UNFPA Representative/Country Director submits a request, using a standard form (hyperlink), to the concerned Regional Director or OIC of the Regional Office, copied to DED/P and DED/M, and PD, DHR and DMS heads and focal points (fsp-activation@unfpa.org). A measured assessment of the expected gains from applying the Fast Track Procedures against the anticipated risks of non-action must be provided under Item 3 in the form. The CO should indicate whether or not UNDP FTP has been activated. The Regional Director or OIC of the Regional Office in consultation with the concerned country office will then submit the request to
DED (P) and DED (M), with his/her endorsement. If the Regional Director does not support the request, the concerned country office must be informed within 48 hours. Similarly, for requests forwarded to UNFPA headquarters, the Regional Office with OED support must provide a response within 48 hours to the country office, including if the request has been put on hold or denied by headquarters. Agreement will need to be reached on the duration of the request, which should not exceed 6 months. If an extension is required, the country office may submit an extension request using the same form. Further extensions, beyond one full year of activation, may be approved on an exceptional basis only.

The request must also specify the scope of the fast track application, namely whether or not it will be applied to: (i) the entire country programme or restricted to specific UNFPA supported projects; (ii) all functional areas or restricted to specific areas. In cases where restricted application is applied, all other country operations will continue to comply with the standard UNFPA Policies and Procedures.

Upon approval of the request, the OED will formally notify all concerned headquarters business units heads and their focal points. This notification will serve as the corporate alert to all concerned units in headquarters that the Fast Track Procedures has been activated and support is to be prioritized and provided in accordance with the turnaround time indicated in the procedures. DHR will deploy the surge mechanism to address any capacity requirements of the country office in consultation with the CO, RO and PD. The requesting country office will inform the UNDP Resident Representative and/or UNDP Country Director of the activation of the UNFPA Fast Track Procedures so that the necessary support services are expedited in line with the cooperate understanding related to the Fast Track Procedures.

DED/P and DED/M, in consultation with the concerned RO and CO, will retain the authority to de-activate the Fast Track Procedures, at any time.

1.6. Monitoring, Evaluation and Reporting

The CO must report on the implementation of the Fast Track Procedures so that its usefulness can be assessed and any gaps addressed. A simple reporting format (to be developed) must be completed and shared with the RO, copied to OED, PD, DHR and DMS, at the end of the application of the Fast Track Procedures. The reports will be compiled by a focal point in PD annually to assess the lessons learned and make the necessary improvements in the Fast Track Procedures.
SECTION 2: PROGRAMME MANAGEMENT

Introduction:

These guidelines offer greater operational flexibility to country offices and the possibility of fast tracking specific procedures without compromising accountability in the following key areas: (i) allocation of resources (ii) implementation modality (iii) engaging implementing partner and (iv) reporting.

Programming in countries that demonstrate fragility, often characterized by weak national capacities and governance systems, and/or are experiencing natural or man-made disasters require flexibility to allow for a rapid reallocation of resources and selection of partners to implement UNFPA’s work. Programming processes, such as the UNDAF-AP/ CPAP/UNDAF-AP and AWP may need to be less detailed but should still be carried out in a strategic and well-founded manner.

The accelerated response procedures outlined below (Section 2.2 – 2.5) provide an exception to the existing policies and procedures (Section 2.1) and can be applied under special circumstances by country offices, provided they have received time bound authorization by their respective Regional Office Director (see Section 1 on eligibility criteria and the activation procedures).

Relevant guidance, tools and templates are hyperlinked and practical examples in the above mentioned key areas will be made available to share lessons and good practices in due course.

2.1. Existing Policies and Procedures

Two documents which serve as the vehicles for implementing the country programme are the Country Programme Action Plan (CPAP)/UNDAF-AP and the Annual Work Plan (AWP). Information on these two documents can be found in Chapter D. Country Programme Implementation: CPAP and AWP and Guidance on the UNDAF Action Plan. The CPAP/UNDAF-AP elaborates and refines the programme design and strategies outlined in the country programme document. It is operationalized through the Annual Work Plan (AWP) which describes the activities to be carried out during the year and the inputs to be provided for the achievement of a programme output as outlined in the CPAP.

The narrative text of the CPAP includes the following elements: basis of relationship, situation analysis, past cooperation and lessons learned, proposed programme, partnership strategy, programme management, monitoring and evaluation, commitments of UNFPA, commitments of the Government and other provisions. In addition, the Results and Resources Framework, annexed to the CPAP, includes the agreed upon resources per output committed by UNFPA, subject to availability of funds.

During the partnership strategy portion of the CPAP, implementing partners are identified and agreed upon with the government and/or national counterparts. An implementing partner – government, NGO, UN agency or UNFPA – is chosen based on whoever is best positioned to carry out the planned activities and achieve the intended output. Government implementation should be given priority consideration. Best practice suggests that implementing partners, in particular NGOs should be selected through a process that ensures objective comparison and best
value for money. The Chart on Modalities for Financial Partnerships outlines the steps to be taken to enter into partnerships with the government, an NGO, UN agency or when UNFPA directly implementing and provides links to relevant policies and procedures. Following an assessment of the potential implementing partners, they are (a) registered in IPIMS, and (b) sign a Letter of Understanding (LoU) that will be valid for the duration of the country programme cycle. Once the LoU is signed and the entity is selected as an implementing partner, (c) an AWP is signed between UNFPA and the implementing partner and implementation begins.

The process for engaging an implementing partner (IP) is as follows:

Under UNFPA implementation, grants can be given to community based NGOs for the purpose of strengthening its capacity. Grants cannot be given to an NGO that is also an implementing partner for UNFPA and are limited to $30,000 per country programme and $100,000 for global and regional programme.

Once fast track policies and procedures are activated, the following will immediately apply.

2.2. Allocation of Resources

a. As per the existing UNFPA Policies and Procedures, the UNFPA Representative has the authority to divert approved country programme resources, as needed to respond to the local situation. The reallocation should be done in consultation with the relevant implementing partners and the Government Coordinating Agency, unless no government authority is available for negotiation and the Regional Office should be notified of the reallocation accordingly.

b. The UNFPA Representative is authorized to postpone, in consultation with the government, activities outlined in the CPAP relating to specific outputs that are not urgent. This is only for the purpose of reallocating resources to address the situation that calls for priority attention. UNFPA Representative should ensure that reprioritization would not result in defaulting of any existing obligations and firm commitments to partners and vendors and should ensure minimal disruption to the regular country programme. The Regional Office should be kept informed.

c. In such cases, a note to the file summarizing the discussion held between the UNFPA Representative and the Government Coordinating Agency referring to the consultations with the relevant implementing partners in which agreement was reached and a list of activities that can be postponed in order to reallocate funds, should be signed by both parties and placed on record whenever feasible. In exceptional cases where it is not possible to get government agreement and/or signature, an explanatory note should be prepared by the country office and placed on record.

d. As part of the contingency plan, funds should have been set aside under the country programme for unforeseen events. In cases where funds are insufficient, an increase in the
country ceiling may be approved by the respective Regional Office Director, provided funds are available.

2.3. Implementation Modality

The UNFPA Representative has the authority to use direct UNFPA implementation as the default implementing modality provided sufficient capacity is available. This does not apply to activities where agreements are already in place and are outside the scope of the crisis that triggered the Fast Track Procedures.

2.4. Engaging Implementing Partners/Grantees

Implementing Partner: To expedite the process for engaging an implementing partner, the UNFPA Representative is authorized to exercise greater flexibility in selecting an implementing partner. In this regard, the UNFPA Representative is authorized to waive the assessment and formal selection process for choosing an implementing partner. Although greater flexibility is available, it is the responsibility of the country office to ensure the partner has sufficient capacity to deliver. The partner will still have to be registered in IPIMS to obtain an ATLAS IA number if it is not already registered. For NGOs, during the registration, the submitting unit can simply check the box that says: “Documentation waived at decision of the head of unit”. Instead of the normally required documents for the registration of NGOs (by-laws, proof of legal status, annual report, etc.) a simple one page Note to the File shall be prepared and signed by the UNFPA Representative indicating that this NGO was registered under special circumstances and that formal documentation was waived.

Following registration, a LoU will be signed with the implementing partner (if one does not already exist) and an AWP is signed between UNFPA and the implementing partner.

The country office would prepare the AWP using the format in the Chapter D, Country Programme Implementation: CPAP/UNDAF-AP and AWP but will keep activities at a high level and complete it with only the minimum requirements to expedite the process. The UNFPA Representative will be responsible for ensuring accountability and quality is not compromised and ensures measures are taken to monitor and report on the use of the funds. FACE forms would still need to be completed for advances or reimbursements to the implementing partner. To expedite the process, UNFPA and the implementing partner can choose to use direct payments to ensure funds reach the intended recipient without waiting for quarterly disbursements.
The process for engaging an implementing partner (IP) under the fast track procedures is as follows:

Select IP
No competitive process required

Register IP in IPIMS if not already registered (check ‘documentation waived box’ and do note to file)

Sign a Letter of Understanding (LoU) (once per cycle)

Sign AWP between UNFPA and IP
AWP developed with minimal details

The most prudent planning for partnership fast tracking is through preparedness. As part of the country office contingency plan, the country office should identify and sign a letter of understanding with entities with whom a partnership would be critical to UNFPA operations in context of an emergency. Hence, these agreements would already be on file and the implementing partner could be called upon quickly to implement an AWP for UNFPA.

Even when Fast Tracking Procedures are invoked, all partnership policies and procedures are still in effect. This is because partnerships are agreements between entities and therefore must comply with certain legal standards. Any change to an agreement (LoU, MoU) must be cleared by the legal unit in headquarters before it is signed by the head of unit. Under Fast Track Procedures, agreement revisions that need to be cleared can be sent to ppm@unfpa.org and will receive priority attention.

2.5. Reporting

The UNFPA Representative has the authority to temporarily put on hold the annual reporting requirements, if the concerned staff members are required to attend to other priorities related to the emergency. The UNFPA Representative also has the authority to extend the deadline for the OMP without further approval from headquarters or the regional office. The UNFPA Representative must alert omp-support@unfpa.org in a timely manner of the decision to postpone the OMP submission.
SECTION 3: FINANCIAL MANAGEMENT

Introduction:

These guidelines offer greater operational flexibility to Country Offices and the possibility of fast tracking specific procedures without compromising accountability in the following key areas: (i) Single signatory by UNDP staff member for urgent time-bound payments, if second signatory staff member is not available (ii) Management of Petty Cash.

The Fund’s Financial Rules and Regulation and associated guidelines and policy implicitly assume an underlying financial infrastructure that allows the Country Office and recipients of payments to rely on cheques and EFT payments. However in countries operating under emergency conditions this financial infrastructure is not always or everywhere available. The provisions below will allow country offices to make disbursements under special conditions.

The accelerated response procedures outlined below (Section 3) provide an exception to the existing policies and procedures (Section 2) and can be applied under special circumstances by Country Offices, provided they have received time bound authorization by their respective Regional Office Director (see Section X on eligibility criteria and the activation procedures).

Relevant guidance, tools and templates are hyperlinked and practical examples in the above mentioned key areas will be made available to share lessons and good practices in due course.

3.1. Existing Policies and Procedures

UNFPA Financial Regulations and Rules (Rev. 8)

Making and Recording of Disbursements: Rule 114.6

(a) All disbursements shall be made by cheque, electronic (EFT) or bank transfer except to the extent that cash disbursements are authorized by the Executive Director or his/her delegate. Disbursements shall be recorded in the accounts as of the date they are made, i.e., when the cheque is issued, the bank transfer requested, or the cash paid out. Adequate evidence of receipt of payment, either by a cancelled cheque, a payee's receipt or other evidence shall be obtained for all disbursements.

(b) The Executive Director may arrange for electronic/digital signatures, provided that the electronic disbursement systems have adequate security.

Advances:

Rule 114.7

(a) Petty cash advances may be made to officials designated by the Executive Director or his/her delegate. The accounts therefore shall be maintained on an imprest basis. The amount and purposes of each advance shall be defined by the Director, Division for Management Services, and limited to the minimum compatible with working requirements.

(b) In addition to advances specified in sub-paragraph (a) of this Rule, the Executive Director or
his/her delegate may also authorize the issuance of such other cash advances as may be permitted by the Staff Regulations and Rules and administrative instructions or as may be specifically approved by him/her.

(c) Officials to whom such advances are issued may make use of them only for the purposes for which they were authorized and shall be held personally responsible and financially liable for the proper management and safekeeping of the advances so made. They shall be in a position at all times to account for such advances and shall submit monthly accounts with respect to petty cash advances unless otherwise decided by the Executive Director or his/her delegate. Circular on Management of Petty Cash in Country Offices, 30 August 2004 (hyperlink) Disbursement Circular, 12 June 2008 (hyperlink)

3.2. Single signatory by UNDP staff member

Single signatory by UNDP staff member for urgent time-bound payments if second signatory staff member is not available.

Applicable UNDP Procedures

The above policy relates to the operation of UNDP bank accounts and the existing procedures which require dual signatory operation of these accounts.

The above policy provides for an exception to existing procedures to allow single signatory operation of bank accounts after Fast Track Procedures have been activated.

A complete description of bank account signatories with related responsibilities, policies and procedures will be found online. These guidelines should be read in conjunction with the following procedures.

During formal activation of Fast Track Procedures the UNDP Resident Representative/Head of Office must inform the Treasurer when it is required to operate both locally domiciled and Zero Balance Accounts with single signatories for payments up to USD 5,000 or equivalent. The UNDP Fast Track Activation Form has a specific area where the UNDP Country Office should note the requirement for a single signatory facility. In this section, the UNDP Resident Representative must include detailed reasons and justification for single signatory operation of bank accounts and the proposed safeguards to be taken to ensure adequate control. Please note, as per the policy text above, the facility is only available when a second signatory staff member is not available.

As a safeguard measure, the UNDP Country Office must contact the Treasurer every 30 days providing validation of the continuing need of the single signatory facility. UNFPA country offices are encouraged to utilize the surge and Fast Track recruitment provisions to eliminate at the earliest opportunity the need for single signatory accounts. As noted in the Policy text above, the single signatory facility must be discontinued immediately upon availability of any previously assigned signatory or assignment of signatory responsibilities to a new member of staff.

Applicable UNFPA Procedures

If the UNDP country office has obtained the authority for single signatory disbursement, the UNFPA Representative should request that urgent UNFPA disbursements could be processed in
the same manner if the second signatory is not available. The initial request and each subsequent disbursement request should be copied to the Director DMS and Chief of Finance Branch.

3.3. Petty Cash

*Country offices can request an increase in petty cash for up to $5,000 with individual transactions up to $1,000.*

Cash must be stored in a secured safe that is under dual control of designated UNFPA personnel. The safe should be located in a locked room to which access is restricted. Keys to this room must be held by the UNFPA Representative at the duty station.

Surprise counts of total cash should be conducted randomly, with a minimum surprise count once monthly.

The designated “Safe Custodians” will be accountable for cash discrepancies discovered during cash counts.

Surprise cash counts should be done by a designated Senior UNFPA Staff Member who does not have direct or supervisory responsibility for accounting for receipt and disbursements of cash.

Any cash theft should be reported immediately to the Director DMS and the Director DOS.

If a country office requires cash balances in excess of the above-mentioned petty cash threshold, a specific request outlining the nature and volume of the transaction should be submitted to the Finance Branch. The request should also include the identification of the guardian of the cash, security arrangements and a reconciliation mechanism to be available for headquarters and audit review. Officials to whom such advances are issued may make use of them only for the purposes for which they were authorized and shall be held personally responsible and financially liable for the proper management and safekeeping of the advances so made. They shall be in a position at all times to account for such advances - Financial Rule 114.7 (c). Country offices are not authorized to exceed the above-mentioned petty cash thresholds without prior approval from the Finance Branch.

Management of large sums of cash in crisis situations is a security matter and should be avoided. If country offices have no alternative but to use cash, secure arrangements must be in place for its transportation, storage and control. For further information, refer to Best Practices for Offices Using Banknotes (hyperlink). The country office should request assistance and guidance from the UN DSS.

It is recommended, especially if there is a recurrent need for cash advances, that the disbursement of cash is outsourced to a bank. If a suitable bank has been identified a contract concerning the fees should be negotiated. Since the fees could be significant the Procurement Branch and the Finance Branch should be consulted prior to signing such an agreement.
SECTION 4: HUMAN RESOURCES

Introduction

Although the current UNFPA Personnel Policies and Procedures already offer some operational flexibility to country offices in the area of human resource management, the guidelines below aim to further clarify and enhance the possibility of fast tracking specific procedures without compromising accountability in the following key areas:

4.1. Recruitment of personnel under Temporary Appointments (TAs)
4.2. Recruitment of personnel under Fixed-Term Appointments (FTAs)
4.3. Recruitment of vetted candidates from rosters for TAs and FTAs
4.4. Reduced turnaround time for staff administrative services.

For UNFPA country offices in humanitarian crisis or special circumstances (as defined in SECTION 1 of the Fast Track Procedures), a range of options to enhance human resource capacities will be made available. The Fast Track Procedures for Human Resources aim to simplify and expedite the recruitment of personnel on TAs and FTAs. However, the administration of all international professionals, including issuance of contracts, will continue to be handled by DHR in recognition of the limited HR capacities in country and regional offices. Additionally, UNDP staff administrative services can be fast tracked through the dedicated team of UNDP staff based in UNFPA DHR/HQ.

To address human resource shortfalls, UNFPA country offices will also have access to the surge modality through which UNFPA staff may be deployed on detail assignments within 72 hours. The surge modality is designed to provide an immediate solution to human resource gaps in an emergency, while other options are being explored. The UNFPA country offices will also have access to external surge capacities involving assignment of personnel other than UNFPA staff. The external surge capacity is managed by HRB (hyperlink surge guidelines).

4.1. Recruitment of personnel under Temporary Appointments

Personnel may be appointed on Temporary Appointment (TA) for up to 364 days. The existing TA policy allows minimum timeframe of one week between advertisement and closing date for vacancies, but in the interest of time, the post may be advertised for a shorter period. Competency based interviewing should be the common selection tool. However, if time does not permit interviews, a comparison of shortlisted candidates on the basis of their applications may be undertaken to arrive at a selection decision. No CRB review is required. (ref. Annex 1 – Temporary Appointments – Staffing, Policy on Personnel, PPM)

Existing TA policy allows the Executive Director to exceptionally waive the competitive process and select candidates for appointment under the Temporary Appointment (TA) modality. (ref. TA- Staffing– Policy on Personnel, PPM) Under the FTP, the Executive Director delegates to the Regional Directors the authority to waive competitive recruitment of candidates.

This measure may be applied in cases where suitable candidates with the required competencies and qualifications are identified by UNFPA and where time and other factors warrant waiver of competitive process to allow for immediate appointment of candidates.
The following procedure for TA recruitment applies:

I. Manager uses existing and pre-classified generic JDs for designated functional streams. Where a job description does not exist for a specific function, manager will prepare the job description and request urgent classification of post from DHR/New York.

II. Manager determines the proforma costs for TA post(s) and confirms funding availability.

III. Manager submits to DHR/ the position requisition to create TA post in ATLAS according to existing procedures.

IV. For international professional posts:
   a. Normal recruitment procedure: Manager (RO /CO) requests DHR to advertise vacancy. Interviews may be conducted jointly by manager(s)/DHR. If time does not permit interviews, manager conducts desk review of shortlisted candidates. After completing reference and performance checking, manager requests DHR to recruit candidate.
   b. Fast Track Procedure: Manager identifies suitable candidate with requisite qualifications and competencies for TA position and requests Regional Director’s exceptional approval to appoint candidate outside of the normal selection system (i.e. waiving advertising and interviewing process). After completing reference and performance checking, manager requests DHR to recruit candidate.

V. For national posts:
   c. Normal recruitment procedure: Manager advertises vacancy. Interviews are conducted by manager. If time does not permit interviews, manager conducts desk review of shortlisted candidates. After completing reference and performance checking, manager requests UNDP HR administration in duty station to recruit chosen candidate.
   d. Fast Track Procedure: Manager identifies suitable candidate with requisite qualifications and competencies for TA position and requests Regional Director’s exceptional approval to appoint candidate outside of the normal selection system (i.e., waiving advertising and interviewing). After completing reference and performance checking, manager requests UNDP HR administration in duty station to recruit chosen candidate.

For further information on the TA, please refer to the Temporary Appointment Guidelines and the DHR Recruitment Guide for Managers (November 2010).

4.2. Recruitment of personnel under Fixed-Term Appointments

Personnel may be hired on Fixed-Term Appointments for one year initially. FTA positions are normally advertised for a minimum period of 2 weeks.

Fast Track Procedures under Fixed Term Appointments

The implementation of the Fast Track Procedure calls for reducing the vacancy announcement time from minimum 2 weeks to 1 week for national and international FTA positions. Vacancies will be announced simultaneously both internally and externally. Candidates will be subject to the
usual screening, interviewing and CRB clearance in accordance with existing recruitment procedures. Priority will be given to expediting the selection process for these appointments.

In exceptional cases, the Executive Director may waive the advertising, interviewing and CRB process for a FTA post and assign a UNFPA staff member laterally to FTA position (eg. P4 staff member to a P4 position). Also, exceptionally, the Executive Director may appoint an external candidate for a FTA position outside of the normal selection system (ref. para. 60-61 FTAs – Staffing, Policy on Personnel, PPM).

The following procedure for FTA recruitment applies:

I. Manager uses existing and pre-classified generic JDs for designated functional streams. Where a job description does not exist for a specific function, manager will prepare the job description and request urgent classification of post from DHR/New York.

II. Manager determines the proforma costs for FTA post(s) and confirms funding availability.

III. Manager submits to DHR/ the position requisition to create FTA post in ATLAS according to existing procedures.

IV. For international professional posts:
   a. Normal recruitment procedure: Manager (RO/CO) requests DHR to advertise vacancy for 1 week. Panel interviews will be conducted jointly by DHR and manager. DHR seeks CRB clearance for selected candidate after completing reference and performance checking. DHR takes action to recruit candidate.
   b. Fast Track Procedure: Manager identifies suitable candidate with requisite qualifications and competencies for FTA position and requests ED’s exceptional approval to appoint candidate outside of the normal selection system (i.e. lateral transfer of staff member or appointment of external candidate). DHR takes action to recruit candidate.

V. For national posts:
   a. Normal recruitment procedure: Manager advertises vacancy for 1 week. Panel interviews are organized by manager in duty station. Manager obtains CRB clearance of the chosen candidate after completing reference and performance checking. Manager requests UNDP HR administration in duty station to recruit chosen candidate.
   b. Fast Track Procedure: Manager identifies suitable candidate with requisite qualifications and competencies for FTA position and requests ED’s exceptional approval to appoint candidate outside of the normal selection system (i.e. waiving advertising, interviewing, CRB process). On receiving ED’s approval, manager requests UNDP HR administration in duty station to recruit chosen candidate.

VI. All requests for exceptions from ED should be channeled via DHR/UNFPA/HQ.

For further information on the recruitment of FTA posts, please refer to the Fixed-Term Appointment – Staffing, Policy on Personnel, PPM and the DHR Recruitment Guide for Managers (November 2010).

4.3. Recruitment of vetted candidates from rosters for TAs and FTAs

Personnel may be drawn from a roster of competitively selected and CRB-approved candidates who could be hired immediately (Note: CRB review applies to candidates for FTA positions.
The roster consists of personnel covering a wide range of substantive and operational areas who may be engaged for short, medium or long term assignments. Candidate availability will be determined at the time of recruitment. The roster of candidates for international professional positions is managed by DHR/UNFPA HQ. COs should also establish rosters of vetted candidates for national professional and general service positions.

Rostered candidates identified for appointment should be cleared with relevant manager(s). After completing reference and performance checks, manager sends request for recruitment to DHR/UNFPA NY (for international professional posts) or to UNDP HR services in field location (for national posts).

4.4. Reduced turnaround time for Staff Administrative Services

When the Fast Track Procedure is activated, candidates selected for TAs or FTAs will be processed on a priority basis.

For recruitment of International Professional staff, UNDP Benefits and Allowances Section, DHR/UNFPA/HQ will take action on DHR’s submission within 24 hours. Similarly, for recruitment of national staff, local UNDP/HR administration will take action on the submission from the CO within 24 hours.
SECTION 5: PROCUREMENT MANAGEMENT

Emergency procurement at UNFPA must be undertaken in compliance with UNFPA Financial Regulations and Rules (FRR), UNFPA policy, procedures, and any other UNFPA directives and administrative instructions relevant to procurement operations.

The Emergency Procurement Procedures (EPP) aims at enabling a more timely response to urgent need for aid in emergency situations while ensuring compliance with the general procurement principles.

The EPP are used in reference to other procedures in the Fast Tracking Policies and Procedures and consists of eight sections. Among others, details operation instructions are provided to,

- Application of EPP
- Process for obtaining approval to utilize EPP
- Emergency procurement methods and thresholds
- Evaluation of offers
- Contract award
- Emergency contract review committee and scope of work
- Purchase order and payment
- Documentation and filing

### Annex1: Fast Track Procedures Activation Form

<p>| | |</p>
<table>
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| 1. | Country Office: ____________________  
  |   | o New request  
  |   | o Extension request  
| 2. | Proposed Activation Date: ________________  
| 3. | Proposed Duration: ________________(up to 6 months)  
| 4. | Country Context:  
  |   | o Humanitarian Crisis  
  |   | o Special Circumstances  
| 5. | UNDP FTP:  
  |   | Please indicate whether or not the UNDP FTP has been activated.  
| 6. | Justification:  
  |   | Provide a brief narrative that describes the special circumstances which requires activation of the Fast Track Procedures, including if relevant the RC/ UNCT engagement. What are the expected gains from applying the Fast Tracking Procedures on country operations or project activities? How does that measure against the anticipated risks of non-action?  
| 7. | Scope:  
  |   | o Applied to entire UNFPA country operations  
  |   | o Applied to specific UNFPA projects (list)  
  |   | o Applied to following procedures:  
  |   |   | o Programme Management  
  |   |   | o Finance  
  |   |   | o Human Resource  
  |   |   | o Procurement  
| 8. | Capacity Assessment:  
  |   | Provide basic information about the staffing capacity in the country office and any gaps in specific areas (programme, finance, human resources etc) that may need to be filled during activation period.  
| 9. | Financial Resource Implications:  
  |   | Indicate if there are any additional financial resource requirements that exceed the current country allocation as a result of the special circumstances.  
| 10. | Submitted by the UNFPA Representative/Country Director: ________________  
  |   | Date: ________________  


11. Endorsed by the Regional Director:
   - Yes
   - No

   Signature ____________________________ Date: ____________________________

12. Endorsed by Headquarters:
   - Yes
   - No
   - On Hold

   The decision must be provided to the country office within 48 hours of submission of the request. If the request is denied or put on hold, an explanation must be provided in writing to the concerned CO.

13. Activation Date: _________________      Expiry Date: _________________

14. Signature of the DED (P) and/or DED (M): _________________
    Date: ______________________

Annex 2: Business Process owners-FTPS sections

<table>
<thead>
<tr>
<th>Section</th>
<th>Business Owner</th>
<th>Focal Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Programme Management Section</td>
<td>Strategy, Policy and Standards Branch/PD</td>
<td>Nicole Kim</td>
</tr>
<tr>
<td>2. Human Resources Management Section</td>
<td>Division of Human Resources</td>
<td>Doreen Cross</td>
</tr>
<tr>
<td>3. Finance Management Section:</td>
<td>Finance Branch/DMS</td>
<td>Stephan J. Flaetgen</td>
</tr>
<tr>
<td>4. Procurement Management Section (Emergency</td>
<td>Procurement Services Branch/DMS</td>
<td>Daniela Andries and Monica Lay</td>
</tr>
<tr>
<td>Procurement Procedures)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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