

Human Resources

UNDP Global Fund Implementation Guidance Manual

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Human Resources

Overview

As with any UNDP-managed programme, UNDP's **Programme and Operations Policies and Procedures (POPP)** governs human resources management of UNDP staff and affiliates in the context of Global Fund and other health project implementation.

The guidance provided in this section of the Manual does not replace the POPP; it simply provides supplemental guidance specific to UNDP-managed Global Fund projects, as well as lessons learnt and practice pointers in human resource management throughout the start-up, grant-making and signing, and implementation processes of the grant life cycle.

HR During Start-up

Start-up team

When UNDP is nominated for the role of Principal Recipient (PR) for the first time, a start-up process is necessary. As a first step in the process, under the supervision and guidance of Country Office (CO) or Regional Service Centre (RSC) senior management, a member of the CO should be designated as the focal point to lead the implementation of the rolling **work plan** and grant management arrangements in consultation with the UNDP Global Fund/Health Implementation Support Team.

The designated focal point oversees the recruitment and management of a start-up team, which supports the preparation of grant documents, determines implementation arrangements, and completes other activities leading up to grant signing. The start-up team should possess, at a minimum, programme management, finance and procurement and supply management (PSM) expertise.

The CO may benefit from input and lessons learned from another CO that has undergone the startup process. In addition, CO staff in existing UNDP PR countries may be available for a short-term detailed assignment to support key activities, including the preparation of grant documentation, ATLAS setup, etc. The UNDP Global Fund/Health Implementation Support Team can facilitate a discussion to support a detailed assignment.

More recently, the UNDP Global Fund/Health Implementation Support Team has developed a roster of qualified experts specialized in the following thematic areas:

1. Programme management;
2. Monitoring and evaluation (M&E);
3. Capacity development and/or transition and sustainability planning;
4. National strategic plan/policy (for HIV, TB and/or malaria), and funding proposals development; and
5. Financial management.

These experts can be deployed as consultants in a timely manner to support the start-up team. For more information regarding the roster, please contact **Karen De Meritens**.

PMU structure and terms of reference

As the establishment of the Project Management Unit (PMU) should start as soon as possible after the grant signing to ensure that the required human resources are in place, one of the key activities in the start-up process is defining the structure and terms of reference (TORs) of the PMU.

The structure and terms of reference of the PMU should be defined with support from the UNDP Global Fund/Health Implementation Support Team, with consideration to the following:

- The structure should allow for the necessary human resources to be available to ensure adherence to the terms of the Grant Agreement and the implementation of programme activities.
- PMU structures vary considerably both across and within regions, reflecting the diversity of programme activities and levels of risk. COs should determine PMU resource needs by viewing the grant in terms of its life cycle, as the structure may change over time with surges of staff required during peak times (e.g. net distribution campaigns).
- PMU staff costs (staff, operating costs) should be budgeted in the grant as direct costs for grant management. UNDP's *pro forma* costs are accessible [here](#). For more information regarding budgeting for PMU and other staff costs, please refer to the **financial management section** of this Manual.
- COs should not overlook the human resources needs that will be required during the grant closure period.
- The terms of reference for each PMU position should include the standard **UNDP core competencies** and clearly define the key responsibilities of their respective roles.

Examples of generic TORs for the following positions are available: **Programme Manager (P5)**; **Programme Manager (P4)**; Finance Specialist (P3); **Monitoring and Evaluation Specialist (P3)**; and **Procurement and Supply Management Specialist (P3)**. Please note that while these examples provide the basic functions and competencies for key PMU positions, the actual TORs should be adapted to reflect the programme context and will need to be sent to the Office of Human Resources (OHR) for classification.



Practice Pointer

As part of the PR Capacity Assessment Tool that the Global Fund requires COs to complete during grant-making, COs are often required to submit the PMU structure and TOR for review by the Local Fund Agent (LFA).

For further guidance on other components of the start-up process, please refer to the **start-up section** of the Manual.

HR During Grant Implementation

UNDP recruitment and selection procedures

The Recruitment and Selection Framework and policies are intended to provide UNDP Country Offices (COs) and headquarters hiring units with the principles governing recruitment and selection and specific guidance for filling vacant posts at the local and international levels in accordance with the United Nations Charter, the Staff Regulations and the Staff Rules.

UNDP staff recruitment and selection are guided by the following five principles:

Competition: Selection follows a visible and fair competitive process for all vacancies, regardless of post, contractual modality or hiring unit, except when such a competitive process is not considered practicable.

Objectivity: Screening is conducted with professional rigour, with candidates measured against clearly articulated criteria, job skills and competencies, and corporate priorities.

Transparency: The recruitment and selection criteria and all phases of recruitment processes are transparent to staff and candidates to the fullest extent possible.

Diversity: UNDP's workforce reflects diversity and strives to include equal numbers of men and women, staff members representing as wide a geographic distribution as possible and individuals from under-represented groups, indigenous groups and persons with disabilities.

Accountability: Hiring managers are held accountable both for their selection proposals and the manner in which they have followed the processes leading up to them.

Each recruitment and selection should include the basic steps:

- An approved, budgeted and classified post;
- An up-to-date job description describing the key functions, competencies, impact and requirements of the post, responsibilities, academic qualifications, work experience and language requirements;
- A vacancy announcement uploaded on to the UNDP job website;
- A competitive job-specific assessment of skills, demonstrated competencies, relevant qualifications and performance of candidates in relation to the predefined requirement for the post; and
- A competency-based interview for which the panel comprises a minimum of three panellists, one of which is from outside the Hiring Unit.

The recruitment and selection process varies when Fast Track Procedures (FTP) are formally triggered. Please refer to the **Fast Track Policies and Procedures** in the UNDP Programme and Operations Policies and Procedures (POPP) for more information.

The UNDP Global Fund/Health Implementation Support Team has developed a **Project Management Unit (PMU) recruitment tracking template** as a tool to monitor the progress of the PMU recruitment process.

UNDP Global Fund/Health Implementation Team engagement in PMU recruitment

With a view to strengthen the capacity of UNDP COs to manage Global Fund programmes, the Operational Performance Group (OPG) has made recommendations requiring that the Global Fund/Health Implementation Support Team is directly involved in the recruitment process for the following UNDP/Global Fund PMU staff positions:

- **Procurement and Supply Management (PSM)[1]**– involved in the shortlisting and interview process;

- **Programme Manager**[\[2\]](#) – involved in the shortlisting and interview process; and
- **Finance Specialist**[\[3\]](#) – involved in the long- and shortlisting processes and interview panel.

When planning a recruitment for any of these positions, kindly contact the respective Senior Programme Advisor in the UNDP Global Fund/Health Implementation Support Team who is covering your country, copying [Tracey Burton](#), Deputy Manager of the team.

The team is also available to support with the recruitment of other PMU positions, as required.

Dynamic needs

The human resources required for successful grant implementation may change over time. A review of human resource needs should therefore be conducted on a regular basis. The CO should undertake a critical review of its capacity to manage the grant in light of any changes in programme activities, to determine the Global Fund PMU's size and structure.

For periods during the grant life cycle when there is increased demand (e.g. preparation of Progress Updates/Disbursement Requests), the PMU can be supplemented by consultants and/or staff on detailed assignments. The Global Fund/Health Implementation Support Team's roster of qualified experts can be utilized to identify and quickly deploy the required expertise. If you require any additional support, please contact the UNDP Global Fund/Health Implementation Support Team.

UNDP staff resources

A wealth of information on all human resources-related topics is available on the Global Shared Services Unit's (GSS) – Human Resources platform, which is accessible [here](#).

[\[1\]OPG decision 2010.06.09-1.5](#)

[\[2\]OPG decision 2010.06.09-1.5](#)

[\[3\]OPG decision 2015.03.26-1](#)

HR During Grant Closure

Additional human resources may be required during the grant closure period to complete key activities that include, but are not limited to, the following:

- Production of final financial and programmatic reports;
- Ensuring sound management of supply chain of remaining health products;
- Transfer, liquidation, or return of assets (cash assets);
- Settling liabilities with the Global Fund; and
- Ensuring commitments have been fulfilled, cancelled or assumed by other funding source(s).

Please refer [here](#) for generic grant closure terms of reference (TORs) for Country Offices (COs) to use and amend as necessary for the recruitment of additional support.