PROJECT IMPLEMENTATION MANUAL

BELARUS

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This Manual and all attachments are available on the Intranet of UNDP Belarus **Documents / Projects Use / MANUAL**
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INTRODUCTION

This Manual aims to lay down rules governing the interaction of the UNDP Country Office and project offices in implementing Nationally Executed Projects in Belarus. It is fully in line with UNDP corporate policies and guidelines.

It is intended for project personnel and covers almost every issue relating to project implementation. It does not exhaustively cover all business processes since most are internal and take place entirely within the Country Office where project personnel often have no direct involvement. In order to keep this Manual simple, processes not concerning project functions have been omitted. These are fully described in corporate manuals and user guides available at UNDP's corporate Intranet.

Chapters below cover programme management, procurement, human resources, travel and logistics. Each is devoted to a particular area covered by the Country Office's specially designated section and support personnel. Each chapter describes business processes and actions while identifying relevant responsibilities for the Country Office and project offices. All necessary documents have been included: memoranda, policy notes, forms, tables, samples, etc. Hyperlinks, mainly to the Country Office Intranet folders, are provided[1].

This Manual has been developed by the Country Office and is specific to Belarus. Business processes (including forms, tools and instruments) may change over time so the Country Office will ensure it is kept up to date and will revise both the Manual and its attachments accordingly. Regular updates will be available on the Country Office's Intranet. Please make sure that you use the latest version while referring to it.

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1 Every effort has been made to ensure that links are up-to-date and active, however, please report any inconsistencies to manual.by@undp.org.

CHAPTER 1: PROGRAMME MANAGEMENT

1.1. Project Planning

Planning is essential for the delivery of desired results. Before its inception, a typical UNDP Project Document already contains plans, although as it is impossible to foresee every aspect at this stage, plans are too general and they are of little use to those executing them – particularly when a project team has had no insight into background planning. Therefore, one of the most important exercises is to develop concrete plans to be used for their execution as well as, ultimately, for monitoring, control and assessment of results achieved.

- Annual Work Plan (AWP)

Each project document contains an Annual Work Plan (AWP) for each year of its implementation. These are prepared in accordance with a uniform UNDP format and are printed out from Atlas. Usually, AWPs that are attached to project documents are prepared by UNDP Programme Officers.

- AWP Revision

AWPs are revised each time a change occurs in project outputs/activities or budgets.

- Annual Detailed Work Plans (ADWPs)

Annual Detailed Work Plans (ADWPs) expand on AWPs; they cover more detail by listing sub-activities and identifying annual targets at activity level. Unlike AWPs, they are operational documents, prepared by the Project Manager in close coordination with the respective Programme Officer. They are mapped out just before the start of the planning year; a preliminary draft should be available for authorization by 15 January. Once agreed with the respective Programme Officer, it is signed by the Project's National Coordinator (as appointed by a counterpart government or non-governmental party – National Implementing Agency) and the UNDP Resident Representative. This must be complete by 15 February at the latest.

- ADWP Revision

ADWPs can be revised if:

1.   project activities change;

2.   donor funding alters (e.g. additional funds are given or funds are withdrawn);

3.   budget revision is significant (i.e. expected expenditure is outside 10% of that planned).

In order to keep ADWPs up to date, they should be reviewed and revised in the middle of each planning period - usually between 15 June and 15 July.

1. 2. Project Revision

A project may be revised at any point in response to change, reflecting necessary adjustments in design and resource allocation. It also can be revised if it seems targets are unlikely to be met for justifiable reasons.

Project revision may be initiated by Programme Officers or Project Managers in consultation with the National Implementing Agency. Project revision is usually discussed at a tripartite meeting; in order

to proceed, all parties must agree. Decisions are documented in a report and relevant changes are made to the project document and attachments (including AWPs and ADWPs).

If there is no change in a project except for the timeframe (e.g. extension), this can be formalized through a memorandum (English, Russian). Likewise, a memorandum will be required if there is a change in the overall funding of the project with no other changes in the project (English, Russian).

1.3. Budgeting

- Atlas and Non-Atlas Budgets

AWP budget details are entered in Atlas. The latter provides the necessary information on the budgetary status of projects. As it is often slow to respond and has practical limitations, project management may like to use a simple Excel based tracking system for income and expenditure. Formats may wary from project to project but should reflect Atlas structures in terms of activities, numbering and budget lines, allowing comparisons to be made easily. Project managers may use any tool they deem appropriate.

- Atlas Budget Lines

Atlas has a set of budget lines that need to be used in budgeting.

- Budget Revision

To ensure sound financial management, budgets must be kept up to date. Budgets are revised, if there are changes in expected expenditures with no actual changes in outputs or activities. If outputs or activities need to be changed, this is referred to as project revision[2].

Budget revision (except for technical reasons) may be initiated by a Programme Officer or Project Manager. Budget revision must be accompanied by valid justification - explaining why it is necessary. If a revision is initiated by a Project Manager, a form needs to be submitted to their Programme Officer for approval. Action will then be undertaken by Programme Assistants.

Budgets may also be revised for technical reasons: correction of budget codes, elimination of minor discrepancies, etc. Programme Assistants may undertake such revision as long as they notify respective Project Managers and Programme Officer.

- Special Budget Items and Their Calculation

In order to recover its expenses, the UNDP Country Office charges fees for various services. It also charges for administering donor resources - regulated by cost-sharing agreements. UNDP's Cost Recovery Policy provides a background for this.

General Management Services (GMS) are levied at a percentage (identified by the cost sharing agreement attached to a Project Document). While such agreements are managed by the Country Office or sometimes by the UNDP Headquarters, project personnel need to be aware - in order to calculate revisions. It's important to know when GMS charges are being made, how much they are for and when they will appear in actual project budget expenditure. Project personnel are encouraged to seek advice from their respective Programme Assistants on this.

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2 See Sub-Chapter 1.2.

Implementation Support Services (ISS) are recovered using the Universal Price List (UPL). Charges often apply to UNDP Country Office services. ISS arrangements may be different for some projects (e.g. EU funded projects, GFATM, etc), where ISS costs may not arise as they can be factored in in the overall GMS fees. Project personnel are encouraged to seek advice from their Programme Assistants on this matter.

Communication Costs are recovered for communications services rendered by the UNDP Country Office to projects (e.g. services of the UNDP Communications Associate). This policy is governed by a relevant Memo and is charged at 1% of TRAC contributions to projects. Any other arrangement should be properly reflected in Project Documents.

1.4. Reporting

- Annual Reporting

By 15 January each year, Project Managers should prepare:

- an Annual Project Report

- an ADWP Report

Documents need to be submitted to respective Programme Officers for review and then to the Assistant Resident Representative for final approval. The deadline is 31 January.

- Project Briefs

Project briefs should be prepared during the first month of the project implementation and be updated on a quarterly basis by Project Managers or a designated project personnel. Project briefs should include the following information: project background, objectives, activities and expected results, duration, location, National Implementing Agency and main partners, if available, total budget, contact details. Other information may also be added, if deemed necessary by project management.

- Atlas Reports

Atlas generates reports for verification and monitoring. The most useful are:

Combined Delivery Reports (CDRs): These are official expenditure reports, detailing all expenditure and encumbrances for all concerned (government, UNDP, UN agency and so on) over a given period. Once the financial year has closed, Programme Assistants send end-of-year CDRs to Project Managers for verification. These are then signed by a relevant National Implementing Agency (National Project Coordinator).

Project Budget Balance Reports: These show each project's detailed financial situation, including pre-encumbrances (requisitions entered into the system), encumbrances (purchase orders) and actual expenses at activities level. It can also summarize data by project, fund and donor. Available resources are defined as budget less encumbrances (POs) and expenses.

Expenditure Detail Reports: These give a very detailed picture of expenditures by activity. They include vendors, vouchers (with description), purchase orders, accounting dates, Implementing Agents, funding, donors, accounts, analysis groups and types, invoices and payment information, payment currencies and the exchange rates.

Reports can make the following analyses:

- UN ACT – actual expenditures

- UN COM – commitments (purchase orders)

- UN FEE – ISS/GMS and connectivity charges

- GLE – correction or transfer of funds

- UN REV – project income (contributions by donors).

These reports can be downloaded in Excel, to sort and filter data.

Purchase Orders Budgetary Activity Reports: These can be used to look at open (not fully paid) and fully matched (fully paid) encumbrances charged against the project. If a Purchase Order is fully paid, then it should be closed by the Country Office; if not, the report shows the original amount of the created PO, the amount already paid against this PO (liquidated amount), the vouchered amount (usually equal to the liquidated amount) and the remaining amount. Project Managers should regularly review this report to identify the status of POs and, where open POs exist, decide on relevant action.

1.5. Financial Management and Reporting

- Financial Accountability

The UNDP Country Office can advance funds to designated institutions; the latter are responsible for ensuring spent funds fulfill agreed targets.

Designated institutions must maintain records to ensure accurate and reliable reports. Advances received and disbursed must be tracked so that budget categories are not exceeded.

They must also maintain inventories of acquired property, containing information on all property and equipment purchased directly by the designated institution from funds advanced by UNDP.

- Advanced Funds

Advances must be based on annual and quarterly work plans with a corresponding budget. They require planning and close consultation between the partners involved. UNDP provides funds in line with progress towards meeting targets.

A designated institution may request that UNDP distribute advances to other institutions - such as regional sub-recipients or daughter entities undertaking project activities in line with the work plan and budget. Fund distribution has to be approved by the UNDP Country Office and the National Implementing Agency.

Advances are given on a quarterly basis and are forecast on quarterly or monthly expenditures, in accordance with the project work plan. Advances must not exceed the funds set out for the next quarter.

A designated institution may initially request an advance on the basis of the Project Cooperation Agreement (English, Russian), an Agreement on Advances and an Addendum to Agreement on Advances with the amount of requested advance and the indication of budget lines, signed by UNDP and the designated institution.

Subsequent requests for advances are submitted to the UNDP Country office by the designated institution through the [Financial Report](#) and the Addendum to Agreement on Advances mentioned above.

The Financial Report details two reasons for advances:

o   *Outstanding obligations*: costs are contracted for but as yet unpaid. Only obligations to be paid in the next period are eligible;

o   *Planned expenditures*: new input is to be procured and paid for during the next period.

Advances are usually made in the local currency. Requests for foreign currency must be previously approved by UNDP.

UNDP pays advances into the bank account of the designated institution; this is recorded on a special transit budget line until the Financial Report is submitted to UNDP by the designated institution.

At the end of the project or Project Cooperation Agreement, the designated institution returns any unused advances to the bank account of the UNDP.

- Tax Exemption for Advances

The designated institution (and any beneficiary receiving advances or equipment through UNDP projects) should ensure that its list of goods and services (examples in Russian: [1](#), [2](#), [3](#), [4](#)) are submitted in good time for registration for tax exemption; this approval is needed to avoid unnecessary taxation and extra fees relating to the absence of required documents.

- Financial Reports for Advances

Each quarter, the designated institution prepares a Financial Report (mentioned above), recording expenditures from the current quarter against advances, calculating the remaining advance and requesting advances for the next quarter (based on the project budget). The designated institution submits the signed Financial Report, including the Addendum, to the UNDP Country Office within 15 days of the end of the quarter.

Advances will be made to the designated institution by UNDP on receiving a signed and completed Financial Report containing all details of expenditures made against the previous quarter's advance. Before submitting the Financial Report, the project management must ensure that resources are available in the budget and that the requested advance does not exceed the funds reasonably required to cover costs for the next three months.

UNDP also reviews the financial report and verifies that resources are available and correspond to the work plan. It verifies the use of funds for the previous period and whether progress is being made towards the achievement of targets.

The designated institution should be contacted if a financial report has not been received within 15 days of the end of the reporting period.

- Direct Payments

The National Implementing Agency is responsible for the management of all UNDP resources allocated to a nationally implemented project. It may ask UNDP to make direct payments to other

parties for goods and services for the project. In this case, a standard [Request for Direct Payment (RDP) form](#) should be completed and signed by the Project Manager. It should be forwarded, first, to the respective Programme Officer for approval and, then, to the Programme Assistant for further processing.

In signing an RDP form, the Project Manager certifies that:

- payment has not been previously made;

- payment is in accordance with the Annual Detailed Work Plan;

- payment is covered by funds available in the project budget;

- payment is for goods and services already delivered;

- copies of invoices and other supporting documentation are available and attached.

RDPs should be supported by appropriate and complete documentation: original invoices and/or contracts are required - including verification that goods have been received, if appropriate. The purpose of payment must be clearly stated in the RDP. The Project Manager is responsible for completing an RDP with relevant and valid vendor information (name, address and banking information) and financial information - such as correct chart-field data (project id, funds, donor, implementing agency, activity id and appropriate budget account) in accordance with the ADWP. The purpose of payment should correspond to the selected budget account.

If the amount of payment exceeds USD 100, then VAT is deducted for further reimbursement and expenses are shown in the project expenditure report without VAT. All contracts should be signed by the Project Manager below the signatory line, providing a surname and a brief project title. The Project Manager should not sign any documentation in the name of the UNDP Resident Representative.

- Petty Cash

Where possible, payments should be made by cheque or bank transfer. If this is impractical, petty cash can be advanced for minor expenditures. However, advances, salaries, overtime and allowances must not be made from petty cash.

A cheque for petty cash can be drawn in Belarusian rubles (BYR) for an amount not exceeding USD 200 in BYR equivalent. All cash payments from this source should be made in local currency up to the equivalent of USD 50 per individual payment. A separate [cash book](#) must be kept by the Project Manager or Petty Cash Custodian, nominated by the Project Manager, showing all petty cash transactions. All payments must be clearly recorded in the petty cash book.

When submitting a request for replenishment, the Project Manager/Petty Cash Custodian must submit the original petty cash book as supporting documentation alongside official receipts and invoices for each transaction. Replenishment is given in BYR. The amount needed must be indicated with the name of the Project Manager or Petty Cash Custodian (his/her passport data should be presented). The budget account used for petty cash advances is 74525.

Petty cash is advanced for a period of 2 months; a financial report should be submitted to the Country Office at the end of each second month. No further resources can be advanced until the petty cash book is submitted with supporting documents for the previous advance. If a Project

Manager doesn't submit their petty cash report in time, the Country Office has the right to deduct the advanced money from the Project Manager's or Petty Cash Custodian's (whoever relevant) salary. The petty cash report should be provided to respective Programme Assistants for verification and signature. If someone is receiving petty cash for the first time, the Project Manager/Petty Cash Custodian should provide an internal memo, describing the rules and procedures.

- Chart of Accounts

The Chart of Accounts provides the foundation of the ATLAS financial system - for control, budgeting and reporting. It must be used correctly to ensure accurate financial, management and donor reporting. Project staff dealing with financial aspects of projects should have a good understanding of the chart-fields and their purpose.

The chart-field structure of the ATLAS Chart of Accounts is described in the following chart:

1.6. Asset Management

- Asset Description

Equipment refers to manufactured and semi-manufactured goods, raw materials and other supplies that are needed to meet UNDP project targets. They can be categorized as follows:

- _Non-expendable equipment_ is valued at USD 50 or more and has a life of more than 1 year.

- _Expendable equipment_ is worth less than USD 50 and has a life of less than 1 year.

- _Medical products_ are part of expendable equipment: condoms, drugs, contraceptives etc.

- Asset Acquisition and Transfer

Equipment can be acquired by purchase, transfer or donation.

That financed or provided by UNDP belongs to UNDP unless and until such time as ownership is transferred to the government or to an entity nominated by it. Ownership of equipment purchased with UNDP funds is usually transferred to the recipient nominated in the Project Document. Otherwise, transfer can be made upon a decision by the Tripartite Review Meeting.

If an agreement has been reached regarding transferal, an <u>Exchange of Letters</u> will be prepared for signature by UNDP and the designated entity.

Before equipment is transferred, depreciation (when equipment is not new) must be calculated on a case by case basis. The lifespan of common items is categorized as follows:

o   Typical office items that run on electricity (computers, printers, scanners, copiers and fax machines) – 3 years

o   Large machinery (generators and air conditioners) – 20 years

o   Furniture – 10 years

o   Vehicles – 5 years or 100,000 kilometers, whichever comes first

Equipment may be temporarily transferred to a designated institution for project activities. Normally, designated institutions are nominated in the Project Document; however, they may be additionally identified during implementation, in line with work plans.

Temporary equipment transfer requires the following documents: an <u>Agreement on Temporary Equipment Transfer</u> and an <u>Exchange of Letters</u> signed by UNDP and the designated entity.

For inventory purposes, all equipment provided by UNDP should be clearly and visibly marked "UNDP" and have a special inventory number -automatically generated by the UNDP Inventory Tool. Some donors (such as GFATM and EC) may additionally require their title and logos to be displayed on items procured with their funding.

Equipment which has not been transferred from UNDP's ownership will remain so until formally disposed of in one of the following ways:

•   Transfer to entities identified in the Project Document or otherwise

•   Transfer to another project - with confirmation from UNDP and National Implementing Agencies on the basis of an <u>Internal Exchange of Letters</u>.

Equipment may be temporarily kept under UNDP custody for no more than nine months - after which, a final decision should be made on its disposal or transfer.

- Assets Disposal

Assets procured under UNDP projects, may be disposed due to its destruction, obsolescence or normal wear and tear confirmed by technical documents from customer service centers:

For equipment valued less than USD 2,500, this can be done by using a <u>Letter of Equipment Disposal</u> duly certified by the respective Programme Officer and approved by the Deputy Resident Representative.

For equipment valued over USD 2,500, any disposal should be cleared by the CAP Committee. In such cases, a <u>special request for asset disposal</u> is prepared by the project management and

submitted to the UNDP Country Office for further action. Once the case is cleared by CAP, the Project management will receive an appropriate communication (a copy of the original request duly signed by the UNDR Resident Representative). The equipment concerned then is moved to UNDP's custody to execute the decision of the CAP.

- Management of Equipment

The project is responsible for ensuring equipment and supplies procured with UNDP funds are used strictly for the purposes of the programme or project, as described in the Project Document.

Each project is responsible for maintaining complete and accurate records of all non-expendable equipment – using the UNDP Inventory Tool. The project must provide the UNDP Country Office an annual certified Inventory Report for the past year (by 20 January at the latest) - generated using the UNDP Inventory Tool.

Projects must ensure that equipment is kept in good working order. In case of damage, theft or loss, the project must provide UNDP with a report (including a police report) giving full details of the events leading to the damage and/or loss of the equipment. The report will be used for an insurance claim and/or for disciplinary action if necessary.

1.7. Project Audit

- Internal Audit

Internal audits aim to examine the accuracy of financial data within a project over a certain period. Usually, it is undertaken by UNDP Country Office staff at least once within a project's implementation period. This may be planned ahead by the UNDP Country Office or conducted as a spot check visit**.**

During an internal audit, the following will be checked:

- cash advances;

- equipment;

- inventory records;

- leave monitoring;

- document archiving;

- vehicle daily logs.

Project personnel should provide access to all documents and materials requested during the audit. Internal audit reports must be kept in files on the project. In assessing a Project Manager's performance[3], an assessor should refer to the conclusions of the internal audit, if available – since these help determine the quality of management over the project.

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3 See Sub-Chapter 3.4.

- External Audit

External audits aim to check that project resources advanced to organizations and entities are spent as agreed – to meet targets in the Project Document and Annual Work Plans.

They apply to projects which use advances of over USD 100,000 within a calendar year. Arrangements must be agreed with sub-recipients at the same time as Project Cooperation Agreements and Work Plans are approved.

Project Managers should ensure that, if an external audit is necessary, costs are allocated for this in the project budget. Programme Assistants can supply estimates

An external auditor is designated by the Country Office. Project managers are notified accordingly and they must take responsibility for ensuring necessary documents and materials are available.

Once an external audit is completed, a copy of the report will be sent to the project office for necessary action, if any, and inclusion in the files of the project.

1.8. Project Closure

- Operational Completion

A project is operationally complete when the final UNDP-financed inputs have been provided and all planned activities have been completed in accordance with the Project Document and AWPs/ADWPs.

In order to operationally close a project, project managers must ensure that the following reports are submitted to the UNDP Programme Unit:

A Final Project Review is conducted in the fourth quarter before project closure; this includes a results assessment and progress made towards targets. The Project Manager, National Project Coordinator and UNDP Programme Officer are responsible for submitting this report in a timely manner using the Atlas Progress Report as a template.

A Lessons Learnt Report assesses the bottom-line results and progress. The Project Manager should log lessons in a specially designed form and submit a brief overview of any problems which arose within the project and how they were resolved. They can also list successful outcomes and give suggestions for future improvement. The respective Programme Officer is responsible for ensuring the report is submitted in a timely manner.

- Financial Completion

A project is considered to be financially complete when all financial transactions have been reported.

In order to financially close a project, Project Managers should ensure the following are done:

NEX advances: if a project was financed through advances, a final Financial Report[4] has to be submitted to the Programme Assistant. An unused balance against received advances must be returned to UNDP.

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4 Described in Sub-Chapter 1.5.

<u>Petty cash</u>: if a project used petty cash advances, a final Petty Cash Report[5] has to be submitted to the Programme Assistant for verification. An unused balance against petty cash advance must be returned to UNDP.

<u>Transfer of Assets:</u> equipment purchased for the project is usually transferred to the ownership of recipient institutions nominated in the Project Document. Alternatively, equipment transfer can be agreed by a Tripartite Review Meeting.

<u>Donor Report</u>: if a project was financed by donors, a Final [Donor Financial Report](link) must be submitted to Programme Assistants for certification. The unused cost sharing balance must be re-funded to the donor by the Country Office.

<u>Project Documents/Files:</u> documents, files and other materials kept on project premises must be transferred to the Country Office in accordance with the [check list](link) . A list of transferred documents, files and materials must be certified by the Project Manager and Programme Assistant.

<u>Final CDR[6]</u>: this report is generated by the UNDP Country Office to ensure that all financial transactions are recorded against the project and incurred expenditures are in compliance with approved AWPs/ADWPs. The final CDR must be signed by the National Implementing Agency and submitted to the respective Programme Assistant.

<u>Phone Calls:</u> private phone calls for the last months of the project are reimbursed to the UNDP Country Office[7].

The Project Manager, Programme Assistant and Programme Officer are responsible for the timely preparation and submission of all reports.

A project must be financially closed within one month of being operationally completed. The Project Manager should ensure personnel contracts are extended to cover this period, enabling completion to be finalized. A contingency reserve should be included in the project budget to cover such costs.

1.9. Atlas External Access

The UNDP Country Office may grant external access to Atlas for project personnel where [roles and responsibilities of Atlas External Users](link) are somewhat limited. According to UNDP global policy, external access is available on a chargeable basis only – dependant on the number of external users and the project's duration. The cost is set at USD 600 annually per user, to cover the license fee of the software developer. Payments will be charged to projects based on the approval of a signed [External Access Registration Form](link).

To formalize Atlas external access, the following steps must be taken:

- Depending on the size and complexity of a project, the Programme Officer and Project Manager assess the practicality of giving certain staff access to Atlas; informal consultations may be conducted with the National Implementing Agency if necessary. If the decision is taken to proceed, the Project Manager will request permission from the UNDP Resident Representative via a memo to

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5 Described in Sub-Chapter 1.5.

6 Described in Sub-Chapter 1.4.

7 Described in Sub-Chapter 5.9.

their Programme Officer. The Memo should include a signed Atlas External Access Registration Form for each proposed Atlas user.

- The UNDP Resident Representative will review the request and make a final decision based on the following considerations:

- the scale and complexity of the project;

- whether sufficient funds exist to cover Atlas External Access;

- the professional background of the proposed Atlas users.

- If in agreement, the UNDP Resident Representative will forward the request to Headquarters.

- Upon receipt of authorization from Headquarters, access will be given to those staff concerned and appropriate notification will be sent.

Atlas external users should remember that they are personally responsible for any transactions performed under their login name and password - in the same way as they are for paper documents bearing their signature. Adequate training is provided by the UNDP Country Office. In addition, the following are organized:

- Specialized Atlas training for projects on Procurement, Finance and Reporting are conducted by qualified UNDP Country Office personnel with subsequent distribution of hard copies of Atlas scripts.

- On-demand website training for Atlas: only already approved External Users are allowed to use this to improve their knowledge in Atlas.

Specialized training will be arranged for newly-approved Atlas external users as needed.

CHAPTER 2: PROCUREMENT

2.1. Procurement Planning

Any procurement must be planned in advance via a procurement planning exercise; this is an integral part of overall project planning. In developing AWPs/ADWPs[6], major deliverables and necessary inputs are identified; this involves the preparation of a separate document called a Procurement Action Plan (PAP). This is a detailed list of all items (except those with value less than USD 2,500) needed through the calendar year; it includes estimated contract amounts, notification methods, procurement and evaluation methods and deadlines.

A draft PAP is prepared by the project personnel. Project staff should seek advice from their UNDP Procurement Associate, especially where no specially trained procurement staff exists in the project. The PAP needs to be signed by the Project Manager, the Procurement Associate and the Programme Officer; these three signatures verify that it is in full compliance with the Project's AWP/ADWP – also endorsed and signed by them. The PAP does not require formal approval by the National Implementing Partner.

Once signed, the PAP is deposited with the Procurement Associate and is posted on the Intranet in the appropriate project folders.

The PAP may be revised during implementation if a change in activities occurs which affects the AWP/ADWP, or, if there are other justifiable reasons. Such revision needs to be duly authorized by the Programme Officer and signed by all three above mentioned signatories.

Each PAP needs to be completed by 30 January. For projects starting during the year, the PAP needs to be submitted within 1 month of staff recruitment.

2.2. Initiating Procurement

The execution of the PAP is the responsibility of the Project Manager, who has to ensure that action is taken within the timeframe identified. In a project with dedicated procurement personnel, normally project Procurement Assistants undertake this function, however the overall responsibility remains with Project Manager.

Although the PAP includes all the information necessary for initiating procurement, a review of all details is recommended - so that modifications can be made as necessary. This can be done directly in the Procurement Log.

The Procurement Log is a 'passport' showing all the relevant PAP fields (including chart-fields). At this stage, the project needs its technical specifications to be signed by a national entity (see the guidelines on technical specifications below). This is vital to affirm the method and source of procurement.

The Log needs to be signed and dated by the Project Manager or designated person (e.g. the Procurement Assistant) and the Procurement Associate. The Project Manager's signature verifies that procurement is in line with the PAP, while the Procurement Associate's signature verifies that the method chosen - and all other procurement details - are in line with procurement guidelines. It also ensures that deadlines are realistic. The date on which the Procurement Associate signs the document is considered to be the starting date for procurement action. It is recommended that the

Procurement Log be printed on yellow paper and attached to a hard binder with appropriate dividers for each procurement action.

On the basis of the log submitted, procurement requisition will be raised in Atlas (projects with external access enter information into Atlas themselves - otherwise, this is done by the Programme Assistant). Atlas will generate a unique number for tracking the procurement – also indicated in the Log.

2.3. Procurement Methods

Procurement can follow various paths. Please see the Procurement guidelines for the rationale behind selection methods and procurement sources.

– Request for Quotation (RFQ)

i.   Solicitation Process

Projects with dedicated procurement staff can identify potential suppliers (both locally and internationally). They can draw on past experience from the UNDP Country Office or on any other credible source e.g. pamphlets or advertising. The Procurement Associate must be consulted. Where no dedicated procurement staff exists, this task is typically performed by the Procurement Associate.

Once a short list of potential suppliers has been identified, a special form must be completed and signed by a representative of the project (either the Project Manager or the Procurement Assistant) alongside the Procurement Associate. The shortlist needs to be approved by the Operations Manager, having viewed material evidence (e.g. magazines, pamphlets and various correspondence or recommendation letters).

Once a short list has been prepared, projects with dedicated procurement staff can complete the Request for Quotations form - to be sent out to potential suppliers. Where no Procurement Assistant exists, the Procurement Associate steps in. The form needs to be signed by:

- the UNDP Procurement Associate (for contracts from USD 2,500 -30,000);

- the UNDP Operations Manager (for contracts from USD 30,000 -100,000).

Please note that English must be used in documentation; a Russian version can also be prepared for local companies but the main reference RFQ remains in English.

Quotations from USD 2,500 should be sent to the UNDP Country Office address, fax or email. They should be marked for the attention of the Registry Clerk and the subject indicated should be the same as in the original RFQ . No other project office address should be given.

If it is impossible to compile a short list, an open announcement can be made. Usually, in such cases, an advert will be posted on the UNDP web site.

ii. Opening of Quotations

There is no formal requirement to open quotations publicly; it is recommended that you avoid this since it may create misunderstanding between companies. Upon receipt of quotations, offers should be opened in the presence of the Registry Clerk, the Procurement Associate and a representative of the project concerned.

Opening of quotations must be documented in a [form](#) and duly signed by all participants. A necessary remark is made in the Procurement Log.

iii. Evaluation of Quotations

Where quotations need to be technically evaluated, the expert opinion of the National Implementing Agency should be sought. This agency usually appoints their technical representative(s) to a Technical Committee (which includes the Procurement Associate and a representative of the project).

Technical and financial evaluations should be conducted separately. Technical experts can assess each proposal's technical specifications. Names of companies and prices quoted should be omitted to ensure an unbiased technical recommendation. Technical experts will disqualify offers that do not meet requirements. Their [report](#) of recommendations must be signed by all parties.

This report is then reviewed by the Evaluation Committee: the Procurement Assistant (or any other representative in their absence) and the Procurement Associate. They will base their decision on the technical report and competitive pricing. Their recommendation must be documented and jointly signed. Once confirmed, the case can proceed to:

- the CAP (if the offer is for more than USD 30,000)[8]; or

- contracting (if the offer is less than USD 30,000)[9].

If the Evaluation Committee considers that less than 3 offers qualify but at least one meets all criteria, the Operations Manager is contacted. The following two alternatives stand:

- the process can start anew with re-announcement; or

- a waiver can be given. The case then will be submitted to the CAP for consideration if the offer is more than USD 30,000, or directly to Resident Representative if the offer is less than USD 30,000. Please note that the Resident Representative may request the waiver to be discussed by the CAP, so it is recommended that cases be directly referred to the CAP

 If no offers qualify, the process recommences.

– Invitation to Bid (ITB)

i.   Solicitation Process

Beforehand, technical specification needs to be agreed by the National Implementing Agency and the UNDP Country Office. Typically, this is done through the signing of a technical specification document by the National Project Coordinator and the Deputy Resident Representative.

Projects with dedicated procurement staff can prepare an [Invitation to Bid](#) package in addition to a public note if the bid is advertised through a website, the IAPSO site, or the national or international media. Please note that all 8 annexes need to be completed.

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8 See Sub-Chapter 2.4.

9 See Sub-Chapter 2.5.

An ITB must be signed by the Deputy Resident Representative (or, in their absence, by the Operation Manager). Authorization must be given for advertising to be placed via public information outlets.

ITB forms need to be prepared in English. A Russian version can also be prepared for local companies, but the main reference ITB remains in English.

Bids should be sent to the UNDP Country Office address, fax or email and to no other since bids must be treated with confidentiality - guaranteed by a dedicated officer at the UNDP Country Office (the Registry Clerk).

ii. Opening of Bids

ITB bids are opened publicly at a time and place specified. A deadline should be given for receipt of offers and those who are requested to participate should be checked against a list of actual bids received by the Registry Clerk.

The Bid Opening Committee is appointed by the Operation Manager. It comprises:

- A Procurement Associate;

- A representative of the project (the Procurement Assistant or other designated project staff where no dedicated procurement specialist exists);

- A representative of a counterpart national entity;

- 2 CAP members from the UNDP Country Office;

- Representatives of bidding companies wishing to attend.

The Committee reviews the Bid Data Sheet (Annex 2 of ITB documents). They record them using a form which is then filed in the respective procurement file; a necessary remark is made in the Log file. The file is directed for evaluation.

iii. Evaluation of Bids

A Technical Committee is appointed by the Deputy Resident Representative from nominations given by National Implementing Agencies. This is supplemented by representatives of the project and the UNDP Country Office. It should comprise three to five members and must provide objective and independent advice and knowledge of specific subject matter. It should be chaired by an individual with experience of procurement.

All bids must be evaluated against specifications, statements or TORs stipulated in solicitation documents - in accordance with a predetermined guide.

All bids should be tabulated on a summary sheet, duly signed and certified by the evaluators. A summary sheet needs to be prepared in English – translated from Russian if necessary.

Only bids (for goods, civil works or services) which meet or exceed the specifications and commercial terms are considered. Price serves as the overriding measure for awarding a contract unless the offer is rejected for a specific reason (e.g. a bid failed to meet the needs of the project or a bid was not received in time).

It is essential that there are at least 3 responsive and qualified offers to choose from. If this isn't the case, either the ITB needs to be re-announced or it should be waived.

The decision of the Technical Committee needs to be documented in their [report](#) with clear recommendations and signed by all members.

This is then reviewed by the Evaluation Committee: Procurement Assistant (or other representative where no Procurement Assistant exists) and the Procurement Associate. They will base their decision on the technical report and competitive pricing. Their recommendation must be documented and jointly signed. Once confirmed, the case can be referred to the CAP.

If the Evaluation Committee considers that less than 3 offers qualify but at least one meets all criteria, the Deputy Resident Representative is contacted. The following two alternatives stand:

- the process can start anew with re-announcement; or

- a waiver can be given and the case transferred to the CAP for consideration

If there are no qualifying offers, re-announcement will be recommended.

– Request for Proposals

i. Solicitation Process

The Terms of Reference are crucial so need to be appropriately formulated.

Projects with dedicated procurement staff can prepare a pre-formulated [Request for Proposals](#) as well as a relevant public note if the bid is to be advertised through the UNDP Country Office website, the IAPSO website, or national or international media. All 6 annexes need to be completed and/or placed on the website for further reference.

The RFP must be signed by the Deputy Resident Representative (or, in his/her absence, by the Operation Manager). Authorization must be given for the RFP to be advertised via public information outlets.

RFP forms need to be prepared in English. A Russian version can also be prepared for local companies, but the main reference RFP remains in English.

Proposals should be sent to the UNDP Country Office address, fax or email[8] and to no other since information must be treated with confidentiality - guaranteed by a dedicated officer at the UNDP Country Office (the Registry Clerk).

ii. Opening of Proposals

Proposals do not need to be opened publicly. Candidates submit two envelopes within a deadline: one giving technical proposals and the other financial. The former is assessed first. The Opening Committee for both technical proposals and financial proposals is appointed by the Operation Manager and comprises:

- A Procurement Officer;

- A representative of the project;

- A representative of a counterpart national entity;

- A Registry Clerk;

- 2 CAP members from the UNDP Country Office.

The Committee reviews key information and records it in a [form](). This form is then filed in the respective procurement file; a necessary remark is made in the Procurement Log. The file is directed for evaluation.

The Committee meets again to open financial envelopes. It is done only when technical evaluation has been completed (see below).

iii.   Evaluation of Proposals

A Technical Committee is appointed by the Deputy Resident Representative from nominations given by National Implementing Agencies. This is supplemented by representatives of the project and the UNDP Country Office. It should comprise three to five members and must provide objective and independent advice and knowledge of specific subject matter. It should be chaired by an individual with experience of procurement**.**

The evaluation method should be pre-agreed and set out in solicitation documents: either by lowest price or cumulative analysis (relevant cumulative analysis tables should be prepared).

Technical and financial evaluations should be conducted separately. Technical experts can assess each proposal's technical specifications (following the chosen evaluation criteria). Those failing to meet the technical specifications will be disqualified. A [report]() with recommendations must be signed by all parties.

All proposals should be recorded on a summary sheet signed by Technical Committee Members. This needs to be prepared in English; it can be translated from Russian if necessary.

At least 3 responsive and qualified offers are required.

This report is then reviewed by the Evaluation Committee: the Procurement Assistant (or any other representative in their absence) and the Procurement Associate. They will base their decision on the technical report and competitive pricing. Their recommendation must be documented and jointly signed. Once confirmed, the case can be referred back to the CAP.

If the Evaluation Committee considers that less than 3 offers qualify but at least one meets all criteria, the Deputy Resident Representative is contacted. The following two alternatives stand:

- the process can start anew with re-announcement; or

- a waiver can be given - the case will be transferred to CAP for consideration.

If no offers qualify, the process recommences.

– Direct Contracting

If direct contracting is used, there is no need to engage in fully fledged solicitation. Either of the following forms are acceptable (following the PAP as confirmed in the Procurement Log):

- IAPSO or other UN agencies' services can be contracted; or

- IAPSO or HQ executed global long term agreements (LTA) or local LTA can be contracted

If IAPSO is chosen, it is their responsibility to ensure all necessary procurement clearance is gained; no CAP or ACP is required. IAPSO is directly contracted and relevant fees are paid. This process is fully undertaken by the UNDP Country Office.

If IAPSO's LTAs are chosen, no formal competitive process clearance is required. IAPSO can also offer cost effective procurement of frequently procured items through Inter Agency Procurement Workshop Groups. To view IAPSO services, please visit www.unwebbuy.org.

UNDP also has its own LTAs for which no approval is needed for contracting. However, if alternative sources can be found externally, quotations should be obtained.

View the UNDP Country Office's LTAs – on the Intranet at Documents / Projects Use / LTAs - before entering into agreements.

– Local Shopping

Goods and services under USD 2,500, can be bought locally. Project personnel are authorized to conduct the solicitation process and assess offers. Contracts for signature must be submitted to the Programme Assistant.

2.4. Procurement Process Review

- Contracts, Assets and Procurement (CAP) Committee

Contracts for more than USD 30,000 (or where the cumulative sum of contracts awarded to one specific company annually exceeds USD 30,000) must be cleared by the CAP before signature. This panel also reviews cases where no obvious competitive bidding exists[10] or where inadequate numbers of qualifying offers are made - and the estimated value of the contract is in excess of USD 30,000.

Projects with dedicated procurement staff need to prepare a CAP submission form with an attached binder of documents (a copy of the solicitation documents; published advertisements seeking offers and all offers obtained). This is submitted through the Procurement Associate. Once received and cleared, a remark is placed in the Procurement Log file.

The Procurement Assistant, if available, must attend the CAP review of the case. Documents must be submitted by the end of the business day on Thursday - to be eligible for discussion on the following Wednesday. The Procurement Associate will step in where projects lack a Procurement Specialist.

- Advisory Committee of Procurement (ACP)

The ACP is a committee at the UNDP Headquarters in charge of reviewing and approving major procurement undertaken in Country Offices.

Contracts for more than USD 100,000 (or where the cumulative sum of contracts awarded to one specific company annually exceeds USD 100,000) must be cleared both by the CAP and ACP before signature. Contracts from USD 30,000 – 100,000 need to be reviewed by both the CAP and ACP, if no obvious competitive bidding exists or where inadequate numbers of qualifying offers are made.

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10 See below.

This process is entirely managed by the UNDP Country Office and no additional documentation is required. For planning purposes, project personnel should allow at least a month for processing documents through the ACP.

2.5. Contracting[11]

The winning company can be informed and formal negotiations for signing the contract can begin in cases of:

- Local Shopping;

- where CAP and ACP are not required; the Evaluation Committee decides, with the approval of the Operations Manager;

- where the CAP was required and all relevant papers have been signed by CAP members and approval has been given by the Resident Representative;

- CAP and ACP being required, confirmation is received by the HQ.

Excluding contracts for under USD 30,000, a letter must be sent informing the winning company of the decision. It is good practice to indicate the term of validity of the offer (2 to 4 weeks depending on the anticipated complexity of the contracts). The Procurement Assistant (or, where no Procurement Assistant exists, the Procurement Associate) will arrange this, gaining a signature from the Deputy Resident Representative.

In cases of ITB and RFP, unsuccessful applicants are also contacted with a note of regret and thanks. This is prepared by the Procurement Assistant (or, where no Procurement Assistant exists, by the Procurement Associate) and signed by the Deputy Resident Representative.

The Procurement Assistants (or Procurement Associate) will follow up on the contract. As price is a key factor in selecting a supplier, there is little flexibility for negotiation. However, payment terms, supplementary terms and conditions, delivery, etc, are negotiable. Such negotiations need to be undertaken officially with exchange of letters with the involvement of the UNDP Country Office. In such communications UNDP letterheads with the signature of the Operation Manager should be used.

Contract terms should strictly be in line with the UNDP Procurement Manual (User Guide).

- the nature of the goods, civil works and/or services being procured;

- the quantity being provided;

- contract or unit price;

- duration of the contract;

- conditions to be fulfilled, including applicable UNDP General Terms and Conditions;

- terms of delivery and payment;

- name and address of supplier; and

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11 This does not include cases of local shopping.

- the rights and obligations of UNDP and of the supplier.

Modifications and/or additions to the UNDP General Terms and Conditions are prohibited. However, supplementary conditions can be added, if required and expressly approved by the UNDP Headquarters through the Country Office.

Once prepared, contracts under USD 30,000 must be cleared by the Procurement Associate; a stamp of registration must be placed on the document before it is signed by the authorized authority. Usually, the Procurement Associate submits contracts for signature to the Resident Representative or the Deputy Resident Representative. The Purchase Order (PO) can be raised in Atlas.

Contracts in excess of USD 30,000 must be signed by the Resident Representative - with a [Contract Clearance Form](#). This form is signed by the Project Manager, the Programme Officer, the Procurement Associate and the Operations Manager. The Resident Representative can request the form be prepared for contracts under USD 30,000 if additional assurances are needed that due control was exercised throughout the procurement process.

One original contract must be returned to the file and a respective mark must be placed in the Procurement Log. The file will be stored in the Country Office under custody of the Procurement Associate. It is recommended that one copy is stored by the project – scan files electronically.

Contract amendments can only be authorized by those who sign the original contract - amendments are similarly filed.

Where complicated contracts arise, lawyers may be needed. The project should apply to the Deputy Resident Representative for authorization.

2.6. Protest Procedures

Any applicant aggrieved by the process, may file a protest with UNDP. Such letters should be addressed to the UNDP Country Office. Those sent to the project office should be immediately transferred to the Resident Representative. Letters will be kept on file.

It is the Resident Representative's prerogative to act on complaints. This process is governed by the UNDP Procurement Manual. The Resident Representative may suspend or terminate a contract pending investigation. Project personnel are notified accordingly.

2.7. Monitoring

Project personnel need to monitor contract performance, ensuring that terms and condition of procurement are met. If a serious deviation from contractual terms occurs (such as delivery or quality), this should immediately be communicated in writing to the Operations Manager.

2.8. Payment

In accordance with UNDP general procurement guidelines, payments are made on delivery. All Requests for Direct Payment (RDP) must be supported by an original Waybill[12] or Acceptance Report[13].

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12 In Russian: "Товарно-Транспортная Накладная".

13 In Russian: "Акт приемки выполненных работ".

Programme Assistants must screen all RDPs to ensure a signed Waybill or Acceptance Report exists. If the value of a procurement exceeds USD 2,500, the Procurement Associate must record the receipts in Purchase Orders within Atlas.

RDPs for advance payment can be accepted where unavoidable. However, advance payments should be minimized; in such cases, Project Managers are responsible for the prompt submission of Waybills/Acceptance Reports to Programme Assistants on receipt of goods/services.

Waybills/Acceptance Reports must be signed by the Project Manager (or other project personnel as delegated by the Project Manager). Programme Assistants verify the signatures of those who receive goods. The latter must sign the Waybill/Acceptance Report in their own name, specifying their name and title. Signing receipts on behalf of others is unacceptable.

Finance Unit staff have final control over Waybills/Acceptance Reports. A monitoring table, containing a list of missing Waybills/Acceptance reports, can be found at [Documents / Finance / Missing Documents](#).

Any exceptions must be requested and reviewed on an individual basis.

CHAPTER 3: HUMAN RESOURCES

3.1. Recruitment Procedures

- *Terms of Reference*

Recruitment begins with the preparation of 'Terms of Reference' (TOR). The TOR describe duties and qualifications required, following a standard template (Service Contracts, Special Service Agreement).

Project documents usually come with ready made TORs but, during implementation, some revisions may be required or new positions may emerge. These necessitate the development of new TORs – to be prepared by Project Managers, assisted and cleared by their Programme Officers.

- *Recruitment Methods*

Recruitment for UNDP should be competitive, in line with the type of contract being awarded[14].

- For Special Service Agreement (SSA) recruitment, a competitive selection procedure (desk reviews/interview panels/reference checks) may be used. However, if the aggregate contract is for under USD 2,500, the competitive process may be waived;

- If SSA recruitment is for between 3 months and 3 years, a regular interview process is recommended (as described below). Vacancies should be announced on the UN Web site;

- For Service Contract (SC) recruitment of 6 - 12 months (with the option to renew) a fully competitive procedure is required (vacancy announcement, interviews and selection);

- All procedures must ensure that at least 3 qualified candidates are considered for each assignment. A note must be attached to the contract on file, showing those considered and the basis for the successful candidate's selection;

- *Desk Review*

In cases of desk review, the Project Manager completes a Competitive Review Form. Applicants' CVs are attached to the SSA recruitment request alongside other supporting documents. At least 3 qualified candidates must be considered.

- *Vacancy Announcements*

The Project Manager drafts a Vacancy Announcement (VA) (English, Russian) in accordance with the approved TOR and sends it via e-mail to the Human Resources Assistant for verification and clearance. The Human Resources Assistant then announces the vacancy in at least 2 local newspapers and on the UN Belarus web-site and the Country Office information board. Newspaper adverts should be in a format containing the UNDP logo.

Vacancy notices on the UN web-site should include full TOR. A Request for Payment for all newspaper advertisements should be prepared by the Human Resources Assistant and signed by the Project Manager.

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14 See the paragraph on 'Types of Contracts' in Sub-Chapter 3.2.

As a rule, the deadline for submissions should be two weeks from the date of print; however, there may be some flexibility. Under no circumstances should the deadline be within less than 10 calendar days.

- Receipts of Applications and Short-listing

The collection and registration of applications is carried out by the HR Unit. CVs and Cover Letters from applicants must go through the short-listing procedure - in accordance with the requirements of TOR. The short-listing exercise is undertaken by an Interview Panel[15] specifically appointed for a particular vacancy. A shortlist should be signed by the Interview Panel Chair.

It is recommended that at least three qualified candidates be short-listed, in order for the process to be competitive. Under exceptional circumstances, with the permission of the Deputy Resident Representative, this rule may be relaxed (for example, the vacancy is being re-advertised and 3 eligible candidates cannot be found, or, the vacancy is rather specific). Under such circumstances, the Project Manager must write a memo approved by the Deputy Resident Representative.

- Interview Panel

The Interview Panel for project personnel must be approved by the Deputy Resident Representative. A gender balance is to be respected. Each panel should comprise:

- the Deputy Resident Representative (only for Project Manager positions);

- a Programme Manager or Operations Manager (depending on the profile of the vacancy);

- the Programme Officer concerned;

- the National Coordinator or appointed official of an Implementing Agency (if they express a wish to participate: this is a requirement for the vacancy of Project Manager);

- a Project Manager (for all positions except, obviously, that of Project Manager);

- an Expert in the vacant job area (if required);

- a Project Administrative Assistant (or, if unavailable, a Human Resources Assistant) will act as Secretary to the Interview Panel.

The most senior UNDP person present will chair the Panel.

- Interview Process

After the short-listing process, the Secretary to the Interview Panel, under the guidance of the Human Resources Assistant, arranges a test date and location. They prepare a file of required documentation, including TOR, candidates' CVs and Cover Letters and blank interview report forms for each panel member. Additionally, they invite candidates for a written test and interview.

Written test questions relevant to the vacancy are prepared by relevant members of the Interview Panel. These are usually drafted by the Programme Officer. Once agreed by Panel members, the test is communicated confidentially to the Secretary to the Interview Panel. The test is conducted prior to

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15 See below on Interview Panel.

the interview and lasts approximately 30 – 60 minutes; exact times depend on the complexity of questions set and need to be determined by the Interview Panel during preparation of questions.

Interviews are conducted in an objective, competency based manner. Each interview should last approximately 30-45 minutes, with the Panel agreeing on common assessment criteria beforehand. To be fair, they should use a set of standard questions for all applicants. An Interview Report Form must be completed by Interview Panel members in English or Russian.

End scores for each candidate should only be used as guidance for further discussion. It is recommended that Members agree on their choice by consensus. Alternatively, the Panel Chair may suggest a different approach and take responsibility for the recommendations given. The Interview Panel must also assign a Panel member(s) to check references: either the Programme Manager or the Operations Manager. They must complete reference check forms and return them to the Panel Chair. The latter may call for another meeting of the Panel if they consider it necessary to re-assess the case in light of references received. Otherwise, they may ask the Panel Secretary to prepare an 'Interview Panel Report' - to be signed by the Panel Chair.

The Panel Secretary is responsible for preparing documents and filing a complete set, including:

- a copy of the vacancy announcement(s);

- a registration list of all applicants;

- a signed shortlist;

- CVs of short-listed candidates and Cover Letters;

- written tests of candidates;

- the Interview Report forms completed by each member of the Interview Panel;

- the Interview Panel Report;

- the Reference Check report.

3.2. Contracting

Regardless of whether a candidate has been selected through a desk review or an interview process, to process their contract, the following processes should be followed:

- *Remuneration Setting*

The remuneration rate for project personnel is determined in accordance with the Memo on Pay Ranges for SC/SSA Project Personnel. The pay range within the level depends on the candidate's qualifications (experience, education and language skills) and project complexity - measured using the Salary Calculator. When establishing fees for consultants, refer to Remuneration for National Individual Consultants.

Where Service Contracts are given, the Project Manager should also ensure that there are enough funds under the respective budget allocation for the total duration of the contract - including social

security contributions (Van Breda, medical and pension insurance[16]), maternity/paternity benefits, separations, etc.

- Recruitment Request

Once the remuneration rate has been set, a request for recruitment must be prepared in the Recruitment System and signed by the Project Manager. It is then certified by the Programme Officer and submitted to the Human Resources Assistant for review and processing, 2 weeks in advance of the proposed commencement of the contract. Backdated contracts will not be accepted by the Country Office.

A Recruitment Request should be completed in accordance with the UNDP Recruitment Request format and should include the following:

• personal information (name, title, passport data, address, telephone numbers and beneficiary);

• information on the post (title, level, duty station, remuneration, payment schedule and hours of work per week);

• the selection method applied: (1) 'Interview Panel Report' supported by 'Interview Report Forms' properly signed and written tests; (2) 'Competitive Review of Short-listed Candidates' with CVs of reviewed candidates in case of desk review;

• chart field information[17].

A Recruitment Request must also contain supporting documents, as listed in the Check-list for SC recruitment and Check-list for SSA recruitment.

- Recruitment System

In order to open the Recruitment System, use the following address https://pdb.un.minsk.by/pdb/main/asp and enter your login and password. Instructions on how to use the System can be found on the site mentioned.

- Contract Preparation

Once all necessary information has been entered in the System, the Recruitment Request for the new subscriber should be printed out of the Recruitment System and signed by the Project Manager. The signature of the Project Manager on the 'Recruitment Request' confirms that recruitment procedures have been followed and that funds for the total contract are available. The request for recruitment and all supporting documents (see above) should be submitted to a relevant Programme Officer, who will sign and pass it to the Human Resources Unit.

The Human Resources Unit issues the contract and obtains the signature of the responsible person at UNDP, making a relevant mark in the Recruitment System for the Project Manager to see. The subscriber can then be invited to the Human Resources Unit office to sign the contract. Once signed by the two contracting parties, the bilateral signature will be reflected in the RS by two marks in front of the contract. No salary can be paid until this procedure is complete.

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16 See below.

17 See Sub-Chapter 1.5.

In case of error in the Recruitment System, the Human Resources Assistant should be contacted.

- *Types of Contracts*

UNDP offers two types of non-staff contracts: Service Contracts (SC) for local recruitment and Special Service Agreements (SSA), for both local and international recruitment. Individuals contracted under SC and SSA are not members of staff and are not covered by the UN Staff Regulations and Procedures.

Contracts should state tasks and duration – as predetermined by the TOR drafting process.

It is highly recommended that the brief overview on the following be noted:

Service Contracts

[Basic Rules and Procedures](#)

 Contract templates ([English](#), [Russian](#))

Special Service Agreements

Basic Rules and Procedures ([English](#), [Russian](#))

Contract templates ([English](#), [Russian](#))

3.3. Entitlements and Benefits

For SSA, all entitlements and benefits are stated in the contract[18]. No additional benefits can be assumed or expected.

On the other hand, SC holders have entitlements and benefits some of which are described below:

- *Social Security Arrangements*

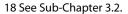All SC holders are eligible for medical and pension coverage.

The UNDP Country Office has an agreement with "Belgosstrakh" (http://www.belgosstrakh.by/) and "The National Pension Insurance Fund" (http://fondby.com/), respectively. The Human Resources Unit ensures that all SC holders are covered upon contract signature.

Project personnel should be aware of the terms of [medical](#) and [pension](#) coverage. In the case of pension coverage an [application form](#) in Russian needs to be filled in.

All SC holders are also covered with death and disability insurance through Van Breda international insurance company http://www.vanbreda.be/

- *Leave Entitlement*

All SC holders are eligible for annual leave of 2 days per month. Those working part-time are entitled to pro-rata leave. They are also eligible for uncertified absences due to sickness (1 day per month on full pay).

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18 See Sub-Chapter 3.2.

A medical certificate[19] must support any absence from work of more than three consecutive working days. If three uncertified sick leave days are taken in any 6 month period, medical certification then is required for any medically related absence for the rest of the contract period.

SC holders are also eligible for maternity leave (16 continuous weeks) and paternity leave (up to 4 weeks). All such cases should be communicated to and consulted with the Human Resources Unit.

The projects should observe holidays established by the UNDP Country Office.

- Overtime

When it is necessary to work more than the established work hours, SC employees (from SC1 to SC 4 levels) may be paid overtime or compensated with time off. Overtime should not exceed 40 overtime hours per month and must be monitored closely, to be kept to a minimum.

Special consideration is given to time spent by drivers traveling to and from the project office; this does not constitute a basis for overtime payments.

Overtime pay must be requested in writing; it is approved by the supervisor in advance of the extra work period, subject to the availability of funds. The cost of overtime must be funded from the same source as the SC itself.

Overtime is compensated at one and a half times the usual rate on the basis of an Overtime Claim Form. If it overtime cannot be paid for, compensatory time-off can be granted at the same rate of one and half. Compensatory time-off must be used within four months of the month in which the overtime was performed – otherwise, it is forfeited.

Compensation for overtime is calculated to the nearest half-hour; overtime of less than 30 minutes per working day is disregarded.

Formula for calculation of overtime payments:

USD monthly salary / 21.75 / 8 x 1.5 = hourly rate	**Example of calculation:** **USD 847 / 21.75 / 8 x 1.5 = USD 7.3017 / per hour** **Overtime payment for 23.5 hours worked:** **23.5 x USD 7.3017 = USD 171.589**

Overtime claim forms should be certified by the Human Resources Unit and approved by the Project Manager. These should be submitted weekly for certification and monthly for payment.

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19 In Russian: "листок нетрудоспособности или справка о временной нетрудоспособности".

- Attendance Records

Project Managers must ensure that attendance is properly recorded for all SC holders within their project through Attendance Record Cards. All absence records for the prior month are to be signed by SC holders within 5 working days and submitted electronically to the Human Resources Unit by the 10th day of each month. Payroll and absence processing are mutually related. If cards are not received by the aforementioned deadline, salary payments may be delayed.

3.4. Service Evaluation

- Service Contract Holders

Service Evaluation is an essential aspect of performance management. Its objective is to:

- review the progress of an SC holder against agreed the TOR and Individual Work Plan;

- provide feedback on overall performance;

- take informed decisions on contractual matters (extension or non-renewal).

Service Evaluation is conducted using the Service Evaluation Form.

The process has three phases:

Phase I. Preparation of Individual Work Plans for all SC holders

Upon signing a Service Contract, supervisors and supervisee jointly develop an Individual Work Plan (Part I and Part II).

Phase II. Completion of self-assessment two months prior to completion of SC terms:

Two months prior to a contract's expiration, supervisees prepare a short written self-assessment, including special accomplishments (Part III).

Phase III: Supervisor's overall assessment and Supervisor's recommendations for: contract extension/salary increment/separation/other recommendations relating to the assignment.

The supervisee's self-assessment is used in conjunction with observations on their performance during the reporting period. Supervisors provide an assessment of their work with an appropriate score as well as a recommendation for: contract extension/salary increment/separation/other recommendations relating to the assignment (Part IV and Part V).

A completed, discussed and signed (by the SC holder and supervisor) 'Service Evaluation Form' should be copied and kept in the project personnel files for action.

Project Managers should maintain an up to date list of all their project personnel, including SC holders, indicating contract dates (start and end) and dates for scheduled service evaluations, so that action can be taken well in time.

- SSA Holders

The work and performance of a consultant or individual contractor should be evaluated and monitored by the Project Manager on a regular basis, to ensure that contractual obligations are fully

met. Performance evaluations for temporary support personnel - such as drivers and clerks - are also required; records should be kept at the Human Resources Unit.

The Service Evaluation Form should be attached to the Certification for Payment when processing final payments under contract.

3.5. Contract Extension

To extend a SC, a brief review is needed to determine the continuing validity of the Terms of Reference. Also, a Service Evaluation Form must be submitted; section IV gives the supervisor the opportunity to indicate why a continuing need exists for the services of the SC holder and why the holder fully meets the requirements of the tasks assigned. After the first service evaluation, a SC can be renewed for periods of 1 to 12 months - in line with available funds and suitability of performance, based on the Service Evaluation Form.

3.6 Salary Payment Processing

- Service Contract Holders

The Recruitment Request form should designate the individual's bank account for salary deposits; prior to signing their contract, they should open an USD account with Priorbank Service Centre at 111, Minsk, 40 Masherova Av. (bank fee is variable, currently - USD10). Priorbank charges 0.5% of the payment for each deposit; this is paid for by the Country Office from project budgets.

The monthly payroll for SC holders is processed by the Country Office between the 25th and 30th days of the month. No special requests for payments are required from projects. SC holders are included on the payroll as soon as their contracts are signed by the Country Office and the Sc holder. All SCs are paid through Purchase Orders in Atlas.

Incomplete months (when contracts begin or end mid-month) are calculated by dividing the monthly salary by 21.75 and multiplying by the actual number of working days. At the end of the contract, it is calculated as the difference between a full salary and the actual partial salary for the first incomplete month.

- SSA Holders

The Certification for Payment form[20] is used for requesting payments to SSA holders. This form is completed and printed out from the Recruitment System. In signing this form, the Project Manager certifies that the services of the SSA have been satisfactory. If the Certification for Payment represents the final SSA payment, the form should be supported with a Performance Evaluation - completed and printed out from the Recruitment System[21]. The appropriate boxes should be checked, indicating whether the final report (or other documents) has been accepted.

- Taxation

SC and SSA holders, paid from technical assistance projects registered with the Ministry of the Economy, are exempt from taxation (in accordance with item 40.41 of the "Instruction on taxes of individual contractors" adopted by the Ministry of Taxes and Dues of Belarus №33 as of 28 February

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20 Described in Sub-Chapter 3.4.

21 Described in Sub-Chapter 3.4.

2006). The Russian translation of SSA and SC[22] should be used contract holders for submission of their document to tax authorities.

Both SSA and SC holders are solely responsible for reporting their incomes to tax authorities and all taxation issues. No statement of earnings will be issued by the UNDP Country Office to the subscriber.

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22 Described in Sub-Chapter 3.2.

CHAPTER 4. TRAVEL

Travel is an important component of technical assistance projects. It is usually planned as part of the ADWP. The Project Manager (or their designate) is responsible for ensuring that travel is undertaken timely to ensure necessary preparations.

4.1. Before Travel

If travel is justified, the following procedures need to be followed:

- Calculation of Expenses

The project calculates travel expenses, including Daily Subsistence Allowance (DSA) and Terminals and Transportation cost. DSA for international travel is based on current UN DSA rates[23], while DSA for local travel is established by the Country Office through the annual Interoffice Memorandum .

SC holders are entitled to a 100% DSA advance. Other travelers are entitled to 80% DSA advance. In both cases, to be processed, the DSA advance should be at least USD 200.

- Requisition

Projects with external access to Atlas shall raise Requisitions in Atlas. Projects without external access must complete a Project Travel Request form. The completed Travel Request or Atlas Requisition, along with supporting documentation (including booked itinerary) must be submitted to the Programme Assistant at least a week prior to travel.
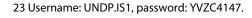
- Travel Approval and Processing

Upon receipt of a Travel Request or Atlas Requisition, the Programme Assistant checks it for correctness, ensures a proper signature has been assigned within the Country Office, raises Requisition in Atlas (for Travel requests only) and transfers this to the Registry Clerk for subsequent collection by projects. It can be copied to the Finance Unit for processing of advance payments if necessary.

- Ticketing and Transportation

Projects arrange travel as follows:

Tickets: tickets are booked well in advance through the travel agent contracted by the UNDP Country Office. Currently, "U Zheni" are being used on the terms described in the agreement. (Manager for the UN travel – Dmitry Borovikov, dedicated telephone line (375) 17 2271443). Projects can discuss itinerary and delivery options – later sent to projects by fax or by e-mail.

According to the existing arrangements, the agent issues tickets upon receipt of a signed UNDP Requisition form, sent by the Programme Assistant. Usually, tickets are delivered to the address indicated.

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23 Username: UNDP.IS1, password: YVZC4147.

- Visas

Project staff and others traveling on UNDP official business abroad should apply for visas from the consular departments of the foreign missions in Belarus (and elsewhere when relevant). The UNDP Country Office issues a Note Verbale - in accordance with the Memo of February 2, 2005.

A request for a Note Verbale, indicating the purpose of travel and passport details for the traveler should be sent to: visa.by@undp.org .

4.2. After Travel

Upon return, a Voucher for Reimbursement of Expenses (F.10) together with the original Requisition should be submitted to the Finance Unit for processing. The project must ensure compliance with the following:

1.   Travel Claims are properly completed and signed by the Traveler;

2.   A complete set of supporting documents is attached to the Travel Claim in accordance with the Checklist. A travel report is also required on the basis of the Memo of 15 May 2006. Hotel Receipts should be attached to the Travel Claim form for local travel within Belarus

3.   Travel Claims are submitted within two weeks of return.

Projects are responsible for informing travelers of their responsibility to arrange individual medical insurance for the whole duration of their trip abroad. The UNDP Country Office does not take any responsibility for compensation of medical expenses.

CHAPTER 5: ADMINISTRRATIVE AND LOGISTIC SERVICES

5.1. Hotel Booking

The UNDP Country Office has a special agreement with the hotels "Minsk" and "Belarus".

Hotel "Minsk"

In order to make an advance booking, projects must send a booking request bearing the name of the guest, dates of stay and room category, as well as reference to the Agreement with the UNDP Country Office to hotelminsk@pmrb.gov.by. A copy of the request should be forwarded to: admin_by@undp.org.

Hotel "Belarus"

In order to make an advance booking, projects must send a booking request (a sample can be found in Attachment 4 to the Agreement) with the hotel "Belarus" by fax (+**375 17 2097650/59**). A copy of the request should be forwarded to the UNDP Country Office by fax (+**375 17 2260340**) or by e-mail: admin_by@undp.org.

5.2. Conference Room Booking

The Conference Room is situated on the 6th floor of the United Nations Office at 17 Kirov street. It accommodates up to 30 people. Advance bookings can be made on the Intranet at: Room Booking. Please make sure that the name and contact details of the project employee responsible for the event are indicated in the system.

A screen, projector, glasses, thermos and tea and coffee sets are available free of charge upon request. An advance request should be sent to: admin_by@undp.org. Anything else (such as tea, coffee, sugar or snacks) is the responsibility of the project concerned.

5.3. Procedures for Receipt of Informative Materials

There are two main ways of receiving project related information (documents, printed materials, CDs, DVDs, videos, multimedia materials, etc.) from abroad:

– the UN diplomatic pouch;

– ordinary / freight mail.

The UN Pouch is used for forwarding from a UN agency or organization. Materials are sent via the Diplomatic Pouch Unit in New York or Geneva for the UNDP Country Office in Belarus - with a contact person (usually, a project staff member) indicated.

Ordinary or freight mail should be forwarded to the following address:

	UNDP BELARUS
	ATTN: (name of project staff member) 6^{-TH} FLOOR, 17 KIROV STREET

| | MINSK 220050 |
| | BELARUS |

In order to avoid delays in receiving project related materials, information on the planned dispatch/shipment - with copies of shipping documents (if available from the sender or forwarder) - should be sent to: admin_by@undp.org.

Costs for the above services will be charged to projects upon receipt of invoices through the Administrative Section.

5.4. Receipt of Goods

Receipt of goods forwarded to the Republic of Belarus for technical assistance projects registered by the Ministry of Economy is regulated by the Presidential Decree No. 460 of October 22, 2003 and Resolution of the Council of Ministers of the Republic of Belarus No. 1522 of November 21, 2003.

While the responsibility for receipt and tax clearance of goods rests with an end recipient, the Administrative Unit may be additionally consulted on all issues concerned.

5.5. Pouch

There are two main ways of sending project related materials (documents, print materials, CD, DVDs, videos, multimedia materials, etc.) abroad:

- The UN diplomatic pouch;

- UPS express mail.

The UN diplomatic pouch can be used if the receiver of project related materials is an organization or agency within the UN system. In this case, materials are submitted to the Administrative Unit, which will then send them on to the requested addressees by earliest diplomatic pouch.

When information materials are sent by UPS express mail, the sender is obliged to prepare an invoice and an accompanying letter. These can be handed together with the well-packed materials to the UPS express mail representative (contact details: **+375 17 2272233 or + 375 17 2065580.**

Costs for the above services are charged to projects on the basis of invoices through the Administrative Section on a monthly basis.

5.6. Sending Goods

If it is necessary to send goods in line with goals of technical assistance projects, consult the Administrative Associates at the Country Office. Sending goods abroad is a fairly complicated process regulated by multiple legislative acts.

5.7. Project Vehicles

Project vehicles must be used for project needs only. Project vehicles must be driven by:

- drivers specially recruited by projects;

- officially authorized project staff holding valid and appropriate driving licenses and proven driving skills. Authorization is usually issued in writing by the Project Manager in consultation with the Programme Officer.

These and other requirements for project vehicle use can be found in the Basic Requirements for UNDP Project Vehicles Use"[24] (Russian). A copy of this document must be signed by both the Project Manager and driver and deposited in the Administrative Unit. It is the Project Manager's responsibility to ensure that a driver is adequately informed of the requirements contained in the document.

Upon completion of each trip, a project driver must fill out a Vehicle Daily Log - indicating the times of the trip (beginning and end), odometer indications (beginning and end), its route and goal. The signature of the Project Manager, or other relevant project staff responsible for the vehicle, is obligatory to confirm the information indicated in the Vehicle Daily Log.

At the end of each calendar month, a project driver must complete a monthly control sheet for the UNDP vehicle; this should give the following:

- odometer indications at the beginning of the month;

- odometer indications at the end of the month;

- dates and volume of refueling (indicating each refueling separately);

- dates, brief description and the sum paid for work on technical and after-sale service for a vehicle;

- dates, brief description and the sum paid for repair work and replacement of spare parts for a vehicle;

These and other requirements can be found in the Basic Requirements on Filling in Reporting Documents"[25] (Russian).

A set of documents (Vehicle Daily Logs and Monthly control sheets for UNDP Vehicles) must be brought to the Administrative Unit by the 15th day of each month – showing records for the preceding period.

In case of accident, the driver involved should immediately report to the Administrative Unit through submitting the Vehicle Accident Fact Sheet.

5.8. Country Office Vehicles

If Country Office vehicles are needed to implement project goals, an inquiry must be sent to the following e-mail address: admin_by@undp.org .

The inquiry should contain the following:

- dates and intended time of vehicle use;

- type of car;

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24 In Russian: "Основные требования к использованию транспортных средств проектов ПРООН".

25 In Russian: "Основные требования по заполнению отчетных документов".

- source of funds for payment.

Costs for using CO vehicles (mileage, driving services, etc.) will be charged to projects on the basis of invoices prepared by the Administrative Unit. No additional action on the part of project is required.

5.9. Mobile Phones

Mobiles phones with subscription are available for certain project personnel upon approval of the Programme Officer.

Mobile handsets procured under technical assistance projects should be used for work related needs only and exhibit value for money.

The UNDP Country Office has a corporate agreement with Velcom; each project can create user sub-groups, enjoying favorable tariffs. In order to open such a group or enroll within an existing group, a letter needs to be delivered to Velcom. Advice should be sought in the Administrative Unit.

Mobile phones are for project use only, so any private calls must be declared upon receipt of invoices. Costs can then be recovered from project budgets. The total value of project private telephone calls should be deposited by the project directly into the UNDP Country Office bank account. Project personnel must complete a Cash Deposit form (Belarusian rubles, USD) and deliver money to Priorbank, branch 111 (address: 40 Masherova Av.; working hours: Monday – Thursday 9:00/15:30; Friday 9:00/15:00). Once the total amount of project private telephone calls has been deposited into the UNDP bank account, an RDP should be submitted – alongside an Invoice and Bank Receipt confirming cash deposit – to the Programme Assistant for processing. The total amount of the Invoice will be debited from project budgets. The deposited amount of private calls will be credited to the project budget.

Any exceptions are to be reviewed separately upon request.

5.10. Visas for Project Guests[26]

Official visitors to projects may require UNDP assistance in obtaining entry visas to Belarus. In this case, a project needs to send the following information to visa.by@undp.org:

- the name of the traveler;

- the dates of the visit;

- the purpose of the visit;

- passport details.

5.11. ID Cards

Project personnel will be issued an ID card. Projects should contact the Human Resource Unit for more information.

5.12. Business Cards

Business cards can be issued to project personnel upon the approval of the Project Manager.

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26 The procedure is governed by the same Memo as mentioned in Sub-Chapter 4.1.

The UNDP Country Office has a corporate agreement with Stam Agis; project staff business cards can be printed in accordance with a template approved by a respective Programme Officer.

Projects can contact the company directly to place an order, receiving invoices and submitting them, with RDPs, to the Programme Assistant for payment.