

Policy Title	Fast Track Policy and Procedures (FTPs)
Previous title (if any)	UNFPA Fast Track Policies and Procedures (August 2015)
Policy objective	To provide eligible UNFPA country offices responding to emergencies greater delegation of authority and flexibility in specific programme and operational areas for a time-bound period.
Target audience	Any UNFPA personnel operating in or supporting UNFPA country offices responding to emergency situations
Risk control matrix	Control activities that are part of the process are detailed in the <a href="#">Risk Control Matrix</a>
Checklist	N/A
Effective date	21 September 2022
Revision History	Issued: January 2012 Revision 1: August 2015 Revision 2: 20 November 2020 Revision 3: 21 September 2022
Mandatory review date	November 2023
Policy owner unit	Humanitarian Office
Approval	<a href="#">Signed approval template</a>

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**UNFPA Fast Track Policies and Procedures****TABLE OF CONTENTS**

<b>I. Purpose</b>	1
<b>II. Policy</b>	1
<b>III. Procedures</b>	3
A. Activation	3
B. Modification of an Existing FTP Activation	6
C. Extension	6
D. Risk Mitigation	7
E. Reporting	7
<b>IV. Other - Fast Track Procedure Components</b>	8
A. Financial and Operations Management	8
1. Management of Disbursements	8
2. Management of Cash Transfers to Implementing Partners	14
3. Management of Programme Supplies	14
B. Human Resources	17
1. Delegation of Authority	18
2. Creation of Posts	19
3. Selection Process	20
4. Surge Mechanism	23
5. Recruitment of vetted candidates from rosters	23
6. Temporary reassignments of staff on Fixed-Term Appointment	23
7. Individual Consultants	23

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

## UNFPA

### Policies and Procedures Manual Fast Track Policy and Procedures

Humanitarian

---

8. Reduced Turnaround Time for Administrative Services provided by UNDP	24
C. Emergency Procurement	25
1. Use of FTP Procurement Component	25
2. Procurement Process	26
3. Procurement Methods	29
4. Evaluation	31
5. Contract Award	31
6. Emergency Contracts Review Committee (ECRC)	36
7. Purchase Orders	38
8. Documentation and Filing	39
9. In-kind Contributions	39
<b>V. Process Overview Flowchart(s)</b>	41
A. FTPs Activation Process	41
B. Flow Chart Assessing Personnel Needs	43
C. Flow Charts for FTPs Procurement Component	44
D. Procurement Procedures under the FTPs Procurement component	46
E. Quick Assessment of IP Procurement Capacity in Emergency Situations	48
<b>VI. Risk Control Matrix</b>	52
<b>Annex I: FTP Activation Confirmation Form for Scale-Up Emergencies</b>	53
<b>Annex II: FTP Activation Form for Situations Where the Scale-Up Protocol Has Not Been Activated</b>	55
<b>Annex III: Fast Track Procedures Usage Reporting Form</b>	60

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

## I. Purpose

The Fast Track Policy and Procedures (FTPs) describe how UNFPA, the United Nations Population Fund offers country offices in special situations greater delegation of authority and flexibility in specific operational areas for a time-bound period.

The Fast Track Procedures focus on critical operational areas that have the potential of enhancing the capacity of a country office to deliver support rapidly and with flexibility. The FTPs represent a modification to some policies and procedures in the Policies and Procedures Manual (PPM) in the areas of financial management, human resources and procurement. They facilitate a rapid response to country demands. For any process not referenced in the FTPs, regular policies apply<sup>1</sup>.

The inherent conflict between risk exposure and operating in emergency settings is understood. UNFPA staff should therefore engage in responsible risk taking which encourages the achievement of the UNFPA mandate in emergency settings with balancing appropriate risk mitigating actions.

## II. Policy

This policy outlines the UNFPA's Fast Track Procedures, identifies control actions to mitigate potential risks related to the process and establishes the following:

- 1) Eligibility and duration: Only offices which fall under one of the following emergency situations are eligible to apply the FTPs<sup>2</sup>:
  - *Situations where the scale-up protocol has been activated (“Scale-Up”)*<sup>3</sup>: Activation has been declared by the Office of Coordination for Humanitarian Affairs (OCHA) in response to a sudden-onset and/or significant deterioration of a humanitarian crisis. The FTPs remain activated until the crisis is no longer considered a scale-up emergency. Country offices can apply for an extension of the FTP activation.
  - *Situations where the scale-up protocol has **not** been activated*: Offices responding to acute or protracted emergencies due to natural disasters, armed conflict, including public health emergencies or other complex emergencies. The initial activation approval is valid for up to six months. Country offices can apply for an extension of the FTP activation.

---

<sup>1</sup>No specific provisions are provided for travel arrangements for deployments under FTPs. Please refer to the [Travel Policy](#). All exceptions to the policy must be documented at the time the Travel Request is submitted.

<sup>2</sup> Receipt of Central Emergency Response Funding (CERF) does not trigger automatic activation of FTPs.

<sup>3</sup> Previously called “L3 Emergencies”

2) Scope:

- FTPs include financial management, human resources and procurement components<sup>4</sup>.
- FTPs may be activated for the entire UNFPA country programme or restricted to specific UNFPA supported workplan activities and/or geographic areas (e.g., representing specific geographic areas).
- FTPs may be modified to increase geographical scope or to add additional components not part of the original request.

3) Workflow:

- FTP activation for a “Scale-Up” emergency is automatic. No request for activation is required. However, the country office is required to submit a Scale-Up Activation confirmation form together with respective procurement and/or [human resource plans](#) and/or requirements in the area of financial management to the regional office for quality review and endorsement. The regional office will then submit all documents to the respective business units for approval.
- A request for FTP activation for “situations where the scale-up protocol has not been activated” is submitted by country offices to the regional office. The regional director endorses the FTP request prior to its submission to the FTP activation group for approval or rejection<sup>5</sup>. The procurement and distribution and/or [human resource plans](#) must be approved by the respective business units.
- The DED(M) (or designate) has the authority to approve or reject the activation request from countries where the scale-up protocol has not been activated.
- The country office must submit a final report (Annex III) to the Humanitarian Office, within one month after the end date of the approved FTP activation and when submitting an extension.
- The head of unit<sup>6</sup> is responsible for ensuring the country office has sufficient capacity to put in place risk mitigation measures to reduce the risks related to the flexibility the FTPs offer.

---

<sup>4</sup> Special provisions for streamlining programme processes in a humanitarian setting are included in UNFPA’s regular [programme policies and procedures](#).

<sup>5</sup> Any requests that fall out of the FTP eligibility (natural disaster, armed conflict, complex emergency) or do not include required plans (procurement, distribution, or human resource plans) will be rejected until the submission fully complies with all requirements.

<sup>6</sup> The UNFPA head of unit refers to the Representative, Division Director, Regional or Sub-Regional Director, Country Director or the Chief of Operations (or the delegated officer), as appropriate.

**III. Procedures**

Process overview flowcharts of the procedures described below can be found in [section V](#).

**A. Activation**

The activation process differs depending on whether the scale-up protocol has been activated. Please find [FTP activation flow charts in section V](#).

1) Situations where the scale-up protocol has been activated (“Scale-Up”)

The USG/Emergency Relief Coordinator (ERC) of United Nations Office for the Coordination of Humanitarian Affairs (OCHA), based on consultations with (i) the IASC Principals and (ii) various other partners, including the UNCT and/or HCT, declares an IASC system-wide Scale-Up emergency in a given country. Upon this activation, the UNFPA DED(M) (or designate) will notify the country office, the corresponding regional office, and the Humanitarian Office that the FTPs have *automatically* been activated. Notification will be made via email, with a copy to the [FTP activation group](#)<sup>7</sup>.

The country office must respond, in writing, to the [FTP activation group](#) with an indication as to which components, if any, they intend to utilize. The email must contain an attached signed [FTP Scale-Up confirmation form \(Annex I\)](#) with an indication on requirements in the area of financial management, an *initial* [human resource plan](#)<sup>8</sup>, and an *initial* [procurement and distribution plan](#)<sup>9</sup>. Even though the FTP are automatically activated, respective business owners must approve the submitted documents and respond to the country office with any feedback and concerns.<sup>10</sup> To speed up the approval process, the CO has the option to send, through the regional office, an initial [human resource plan](#) to DHR and an initial procurement and distribution plan to PSB with the understanding that further amendments may be submitted. Any updates and changes to these initial plans must also be reviewed and approved by the business owner.

---

<sup>7</sup> [fts\\_activation.group@unfpa.org](mailto:fts_activation.group@unfpa.org)

<sup>8</sup> If the Human Resource component will be utilized

<sup>9</sup> In case the procurement component under the FTPs will be utilized.

<sup>10</sup> Should there be items of contention, DHR and PSB are encouraged to provide *partial* approval of the non-contentious items, so that the CO can proceed on those while the contentious items can be further scrutinized.

The FTPs will stay activated until it is no longer considered a Scale-Up emergency<sup>11</sup>. However, upon completion of the Scale-Up emergency, if there are still protracted humanitarian needs, the country office can request an extension following instructions below. If no extension the country office will submit the final report.<sup>12</sup>

2) Situations where the scale-up protocol has **not** been activated

A country/regional office can request authorization to activate the FTPs if the head of unit determines the country is in a severe humanitarian situation and requires their activation<sup>13</sup>. This could be triggered by a natural disaster, armed conflict, or other types of emergencies. Initial approval of FTPs is valid for up to six months only.

**Step 1:**Country office completes FTP activation request: The country office fills out the FTP Activation form (Annex II) with input from both their programme/humanitarian and operations teams. The head of unit clears the request and submits it to the Regional Humanitarian Adviser/Coordinator who then submits it to the Regional Director (RD) for endorsement, together with respective [human resource](#), [procurement and distribution plan](#). The request specifies the requested FTP activation time period (up to six months) and the scope, namely whether it will be applied to:

- (i) the entire country programme or restricted to specific UNFPA supported workplan activities (e.g., representing specific geographic areas).
- (ii) all functional areas or restricted to specific areas (Finance, Human Resources, Procurement) The scope can be modified after the FTPs have been activated. Please see modification section below.

In cases where restricted application is applied, all other country operations continue to comply with the non-FTP UNFPA policies and procedures.

**Step 2:** Regional office review and endorsement: Within 24 hours of receipt of the request the regional director, in consultation with the Regional Humanitarian Adviser/Coordinator reviews and, a) endorses the request; b) requests additional information from the concerned country office; *or* c) rejects the request within 24 hours of receipt. If endorsed, the Special

---

<sup>11</sup> Usually up to nine months.

<sup>12</sup> See section III.E on Reporting.

<sup>13</sup> Final decision on whether a country's situation meets the criteria lies with the DED (M) during the activation process.

Assistant or the Regional Humanitarian Coordinator/Advisor must send the FTP request to the FTP Activation Group via email for approval.<sup>14</sup>

**Step 3:** Headquarters review and approval: Within 24 hours of receipt of the RD endorsed FTP request, the FTP Activation Group, comprised of focal points from the Humanitarian Office, Division :for Management Services (DMS), Procurement Services Branch (PSB), and Division for Human Resources (DHR), reviews the request and provides inputs and recommendations for approval or rejection.

The respective business owners approve the respective submitted plans, if any.<sup>15 16</sup>

**Step 4:** The UNFPA DED (M) reviews: Within 24 hours of receiving input from the FTP activation group, but no more than 48 hours of receiving the request from the regional office DED (M) a) approves request; b) rejects the request; or c) asks for additional information from the country office, with a copy to the FTP Activation Group email<sup>17</sup>.

The formal notification of FTP activation serves two purposes. The first purpose is to inform the country office of the activation. The other purpose is to alert all concerned headquarters business unit heads, focal points, and regional offices of the activation so the offices can prioritize support to the relevant country office.

**Step 5:** UNFPA country office head of unit notifies UNDP of FTP activation and requests UNDP to provide the usual range of support services to UNFPA expeditiously in line with the corporate understanding between the two agencies.

The DED(M) retains the authority to de-activate Fast Track Procedures, at any time.

---

<sup>14</sup> [ftps\\_activation.group@unfpa.org](mailto:ftps_activation.group@unfpa.org). Business owners from all FTP components (DHR, DMS, PSB), unit chiefs, Division Directors, OED. Humanitarian Office focal points and Regional Humanitarian Coordinators/Advisors are included in the activation group email.

<sup>15</sup> PSB approves the submitted procurement and distribution plan, while DHR will approve the submitted human resource plan. Procurement processes started during the validity period of the FTP can be completed up to 3 months past the expiry of the FTP activation period. The human resource component of the FTP will remain activated until the approved human resource plan is fully implemented, but no longer than three additional months past the initial FTP activation period.

<sup>16</sup> It is imperative that offices implement the human resource plan as soon as possible, preferably within the first six months of activation.

<sup>17</sup> [ftps\\_activation.group@unfpa.org](mailto:ftps_activation.group@unfpa.org)



## B. Modification of an Existing FTP Activation

If, during the activation period the nature and scope of the situation changes, the country office can request modification to the initially requested activation scope, e.g., different geographic area, operational scope and/or activated component(s). The modification does not change the expiration date of the FTP authorization.

To request a modification, the country office uses the FTP activation form (Annex II), selects the “Modification” box, and submits the form via email to the Fast Track Procedure Activation Group<sup>18</sup> and to the respective regional office. Relevant business units and the regional office provide their input via email and DED(M) approves or rejects the request based on their feedback, according to the same process used for activation.

If there are significant changes to the human resources, procurement or distribution plans *after* the FTP activation, e.g., new positions, new procurement items, the country office does not have to undergo the above full “modification process”, but must re-submit the respective amended HR/procurement/distribution plan to DHR/PSB for their approval.<sup>19</sup>

Procurement plans that are amended to only include the same category of items that were approved in the initial procurement plan do not need to be resubmitted for approval to PSB.

## C. Extension

Countries must submit a usage report when submitting an extension request (see below section E on Reporting).

1) Situations where the scale-up protocol has been activated:

The FTPs will automatically remain activated until the crisis is no longer considered by the IASC under the leadership of the ERC as a Scale-Up emergency.

2) Situations where the scale-up protocol has **not** been activated:

While the FTPs were not developed for an indefinite time frame, there is no limit to the number of times that the FTPs can be extended as long as the prolonged, protracted or re-activated crisis falls under the criteria of application of the FTP. The regional office must play an active advisory role in determining whether an extension is needed. DED(M) will approve extensions on an exceptional basis.

---

<sup>18</sup> [ftp\\_activation.group@unfpa.org](mailto:ftp_activation.group@unfpa.org)

<sup>19</sup> Copy to [HOFTP@unfpa.org](mailto:HOFTP@unfpa.org).

To request an extension of an existing FTP activation, the country office follows the same process for activation but selects “extension” instead of a new request. An extension request must be accompanied by a short narrative (question #8 on the FTP activation form) indicating how the country office plans to transition back to its use of standard policies and procedures. DED(M) will approve this, and any further request for extension on an exceptional basis only.

Once an FTP activation expires, it will no longer be eligible for an extension. Therefore, country offices must ensure they submit the extension request, endorsed by the Regional Office, to the FTP activation group prior to its expiration.

#### **D. Risk Mitigation**

The head of unit must complete a detailed risk assessment of the activities covered by the FTP activation whenever their budget value is estimated to exceed USD 1 million. To that effect, upon approval of the initial FTP activation, the ERM coordinator at headquarters will create a specific risk category in the Strategic Information System myRisks module. Within one month of approval of the initial FTP activation, the head of unit must complete the assessment of the risks related to the programmatic and operational scope for which FTPs were activated. The assessment should identify all relevant strategic, operational and fraud risks, assess their likelihood and impact, and identify appropriate risk prevention and remediation measures.

The head of the unit must update the risk assessment as needed, and monitors the implementation of the risk prevention and remediation measures on a regular basis while the FTPs remain activated.

#### **E. Reporting**

While existing programme monitoring and reporting requirements policies and procedures apply, the country office that activated the FTP must also submit a usage report (Annex III) no later than one month after the final date of the FTP activation, or when submitting an extension request.

The country office drafts the report and submits it to the Humanitarian Office<sup>20</sup> with a copy to the Regional Humanitarian Advisor/Coordinator and Regional Office International Operations Manager. The purpose of the report is to assess the usefulness of the FTP activation and the outcome of the risk mitigation actions detailed in the SIS. The Humanitarian Office FTP focal point will analyze the reports annually to identify key lessons in order to make necessary improvements in the Fast Track Procedures. A tracking of FTP activations, use and reporting can be accessed through the [FTP online repository](#).

---

<sup>20</sup> [HOFTP@unfpa.org](mailto:HOFTP@unfpa.org)

## IV. Other - Fast Track Procedure Components

### A. Financial and Operations Management

This section discusses the flexibilities provided, compared to the policies and procedures applicable to normal operational settings, when Fast Track Procedures have been activated in the following areas:

- Management of disbursements
  - Urgent disbursements
  - Petty cash
  - Cash disbursements
  - Safeguarding of cash
  - Minimum documentary support requirements for disbursements
- Management of cash transfers to implementing partners
- Management of programme supplies

#### 1. Management of Disbursements

Disbursements under FTP must be undertaken in compliance with [UNFPA Financial Regulations and Rules](#) (regulation 5.4 and rule 114.6), the related policies and procedures, as reflected in the Policy and Procedures Manual, and the additional guidance provided in this section.

##### a) Processing of Urgent Disbursements

UNDP processes disbursements on behalf of UNFPA. Once FTPs are activated, country offices may benefit from flexibility compared to procedures applicable to normal settings, to allow for a faster processing of urgent disbursements.

In order to activate FTPs in this area, the head of the unit requesting the activation must complete the “**UNFPA FTP activation for disbursements**” box in Section 6.1 of the UNFPA FTP Activation Form (Annex II) and attach detailed reasons and justification for the exception.

The head of unit will share the FTP approval with the UNDP Resident Representative and/or UNDP Country Director so that disbursements are expedited and the requirement for double signatories for non-fully automated electronic funds transfer and check payments is waived, subject to UNDP internal clearance process.

**b) Petty Cash**

Petty cash under FTP must be managed in accordance with the [Policy on Petty Cash Management](#), which outlines the mechanisms for the establishment, safekeeping, management and reconciliation of petty cash, and the procedures indicated below.

**Flexibility provided under FTP**

The table below outlines the flexibility provided for management of petty cash under activated FTP, compared to the procedures applicable to standard operating settings.

Standard Operating Settings	Under FTP
Petty cash must not exceed the local currency equivalent of US \$600 per business unit. Heads of unit may authorize the establishment of petty cash for decentralized offices up to \$600 per decentralized office. Single transactions funded by petty cash must not exceed the local currency equivalent of \$100.	Heads of unit may authorize establishing or increasing petty cash funds up to a maximum of \$5,000 for the country office and any decentralized office involved in the implementation of activities within the scope of the FTP activation, up to a maximum of \$20,000 for all offices. Single transactions funded by petty cash must not exceed the local currency equivalent of \$1,000 each.
Only UNFPA staff members are authorized to administer the petty cash.	Heads of unit may designate service contract holders <sup>21</sup> as cash custodians.
Petty cash must be kept in a metal cash box that can be locked. The box together with the key(s) must be given against a written receipt into the custody of the petty cash custodian. The petty cash box must be locked in the office safe after working hours. At no time can petty cash or other official cash be mixed up with personal cash	Same, in addition: Heads of unit must ensure there are adequate mechanisms in place to physically safeguard the increased petty cash funds, and enforce the application of the control procedures specified in the <a href="#">Policy on Petty Cash Management</a> . Responsibility for handling the larger amounts of cash must be clearly documented.

<sup>21</sup> Service contract holder should have a minimum 3 - month contract validity

Operations managers must ensure that the flexibilities afforded by the FTPs are only used for petty cash funds and disbursements related to activities within the scope and period of the FTP activation.

Petty cash balances must be brought to standard petty cash levels within one month of the expiration of the approved FTP activation period.

### c) Cash Disbursements

Cash disbursements under FTP must be managed in accordance with the [Policy and Procedures on Cash Disbursements](#) and the additional guidance provided later in this section.

- This [Policy and Procedures on Cash Disbursements](#) outlines the process, procedures and internal controls, as well as the related roles and responsibilities, for an effective management of cash disbursements to (i) suppliers of goods and services procured at field locations for purposes of implementing programme activities and/or (ii) to individuals participating in such activities when it is not possible or practical to process the disbursements following the established UNFPA payments processes<sup>22</sup> in consideration of (i) the low frequency and value of the disbursements, or (ii) as a result of lack of, or limitations in, access to banking services by the payees.
- As a general principle, cash disbursements, including in crises and fragile contexts, must be processed utilizing the services of Payment Services Providers (PSPs), such as banks, micro-finance institutions, money-transfer companies, post offices, mobile money payments providers, and trusted payment brokers' networks unless exceptional and properly justified situations prevent it.
- Country offices should, as part of their emergency preparedness procedures, identify suitable PSPs in advance of crises or emergencies.
- Disbursements conducted by issuing cash advances to UNFPA personnel (referred to as "cash custodians") for subsequent disbursement to payees is strongly discouraged, including in crisis situations and fragile contexts, due to the personal safety and asset safeguarding risks associated with physically handling cash.

### **Flexibility provided under FTP**

The table below outlines the flexibility provided for management of cash disbursements under FTP, compared to the procedures applicable to standard operating settings.

---

<sup>22</sup> As established in the [UNFPA Policy and Procedures on Accounts Payable](#); [Policy on Petty Cash Management](#); and [Purchasing Card Policy](#)

Under standard UNFPA Policies and Procedures	Under FTP
<b>Disbursements through PSPs</b>	
PSPs must submit disbursement reports and supporting documents to UNFPA no later than 21 calendar days after the completion of disbursement to payees.	PSPs must submit disbursement reports and supporting documents to UNFPA no later than 30 calendar days after the completion of disbursement to payees.
<b>Disbursements through cash custodians</b>	
Cash advances can only be issued to staff members or service contract holders	Cash advances can be issued to staff members, service contract holders or individual consultants engaged for humanitarian response activities.
Outstanding cash advances issued to all cash custodians within an office cannot exceed US \$30,000 at any point in time.	Outstanding cash advances issued to all cash custodians within an office cannot exceed US \$50,000 at any point in time.
<b>Other policy areas</b>	
Clearance of advances and recording of expenses must be processed within 7 calendar days of receipt of the disbursement reports. <sup>23</sup>	Clearance of advances and recording of expenses must be processed within 14 calendar days of receipt of the disbursement reports.

Voucher approving managers must ensure that the flexibilities afforded by the FTPs are only used for cash disbursements related to activities within the scope and period of the FTP activation.

<sup>23</sup> See para. 49 in [Cash Disbursement Policy](#)

**d) Safeguarding of Cash**

As previously mentioned, issuance of cash to UNFPA personnel for disbursements in the field is strongly discouraged due to the personal safety and asset safeguarding risks associated with physically handling cash.

For instances when cash disbursement through cash custodians cannot be avoided, Heads of unit are responsible for ensuring appropriate safeguards are in place when increased cash disbursements, including using petty cash, are required under FTP, as detailed below.

- The risks associated with the handling of cash must be rigorously assessed, taking in consideration the conditions prevailing at the locations where the cash will be stored and disbursed and how these locations are being reached.
- The risk level must be established based on a security risk assessments (SRM) conducted in cooperation with the United Nations Department of Safety and Security and/or the UNFPA Office of the Security Coordinator or qualified third party security service providers.
- Appropriate security arrangements must be established, based on the outcome of the risk assessment, to protect the cash custodians and the cash in their possession as well as arrangements for the safekeeping of cash between the time of receipt and disbursement or subsequent refund to UNFPA.<sup>24</sup>
- Due caution must be exercised, and the amount of cash issued limited, or cash advances suspended, if the risk level is assessed as unacceptable or conditions in the field change subsequent to the completion of the risk assessment.

Cash custodians must safeguard the cash and complete the disbursements in accordance with the security arrangements identified in the risk assessment.

**e) Minimum Documentary Requirements for Disbursements**

UNFPA continues to be held accountable and maintains fiduciary responsibility for the proper use of donor funds. Therefore, invoices, receipts and other relevant supporting documents, such as shipment and delivery notes, must be obtained by the respective field office to support all disbursements made, including in crises and fragile contexts.

---

<sup>24</sup> The [Policy and Procedures on the Management of Cash Disbursements](#) outlines the required measures in paragraph 26.

**Flexibility provided under FTP**

Manual invoices and/or payment receipts can be accepted by UNFPA in situations where, due to extended infrastructure failures, such as lack of internet connectivity and communication services, lack of electric power, unavailability of computerized systems, or other justifiable *force-majeure* situations, shipping notes, official invoices and receipts cannot electronically be generated by vendors to support the delivery of goods and services to UNFPA.

Manual invoices and/or payment receipts provided, due to the situations mentioned in the previous paragraph, to support disbursements under FTP, must nevertheless provide all the details required to allow UNFPA to ensure the legitimacy of the transaction and allow its processing and recording and subsequent disbursement. The minimum level of information required is detailed below.

- Vendor name
- Vendor address
- Vendor tax registration number
- Vendor contact details (address, telephone, email)
- Invoice or receipt number
- Invoice or receipt date
- Purchase order reference, if applicable
- Itemized description of the goods and services provided
- Date of delivery of the goods and services
- Invoice or receipt currency
- Invoice or receipt amount (quantity delivered, price per unit and total amount per line)
- Invoice or receipt grand total
- Payment terms (i.e., when the payment should be made)
- Bank details, when applicable
- Signature, name and office/position of vendor staff preparing invoice

Voucher approving managers must ensure that disbursements related to activities implemented under FTP are adequately supported, and that manual invoices and/or payment receipts are used as supporting documents only for activities within the scope of the FTP activation when, due to justifiable situations, official invoices and receipts cannot electronically be generated by vendors to support the delivery of goods and services to UNFPA.

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022



## 2. Management of Cash Transfers to Implementing Partners

Cash transfers to implementing partners under FTP must be managed in accordance with the [Policy and Procedure for Management of Cash Transfers to Implementing Partners](#), which establishes the procedures and internal controls, and the related roles and responsibilities for managing cash transfers, under any of the established cash transfer modalities (cash advances, reimbursements and direct payments) to implementing partners.

The Policy and Procedures for the Management of Cash Transfers to Implementing Partners *already* provides the flexibility for country offices to request waivers to policy requirements in regards to the frequency of cash advances, and advances to implementing partners that (i) were assessed as high risk; (ii) are affected by OFA restrictions arising from aged uncleared OFA balances; and/or (iii) have received negative audit opinions. Waivers must be requested, following the process outlined in the Policy and Procedure for Management of Cash Transfers to Implementing Partners, during the FTP activation process or at any time during the FTP period.

FACE form approving managers must ensure that any waivers required by the Policy and Procedures on Management of Cash Transfers to Implementing Partners are obtained, if required (ideally immediately after FTP activation and signature of work plans with IPs), before disbursing cash advances to IPs engaged to deliver activities under the scope of the FTP activation.

## 3. Management of Programme Supplies

Reproductive health commodities and other programme supplies, such as emergency reproductive health kits, dignity/hygiene kits, medical devices and supplies, and any other goods procured for the delivery of programme activities under FTP, must be managed in accordance with the [Policy and Procedures on Management of Programme Supplies](#), which establishes the processes, procedures and internal controls, as well as the related roles and responsibilities and support systems, for an effective management of programme supplies.

The Policy and Procedures on Management of Programme Supplies *already* provides flexibility for country offices to deliver programme supplies in humanitarian settings, including under FTP, using the [UNFPA Programme Supplies Distribution Agreement<sup>25</sup>](#) in lieu of a general purpose implementing partner agreement and workplan when the timely distribution of goods is essential to allow an effective response in crisis situations.

---

<sup>25</sup> All programme supplies delivered using Programme Supplies Distribution Agreement (PSDA) forms are subject to the General Terms and Conditions of PSDA, available for download at [www.unfpa.org/PSDA](http://www.unfpa.org/PSDA), and incorporated into each PSDA form by reference.

Deliveries under the Programme Supplies Distribution Agreement modality cannot exceed US \$150,000 per delivery and US \$500,000 per calendar year. General purpose implementing partner agreements and workplans must be signed within six months when it is expected that the implementing partners will continue to receive supplies provided by UNFPA beyond that period. Entities receiving programme supplies under the Programme Supplies Distribution Agreement cannot receive any cash transfers from UNFPA.

Programme officers responsible for the management of the interventions for which programme supplies are responsible for ensuring, with the support of Logistical Focal Points, compliance with the above requirements.

### **Flexibility provided under FTP**

The table below outlines the flexibility provided for management programme supplies under FTP, compared to the procedures applicable under standard operating settings.

<b>Under regular UNFPA Policies and Procedures</b>	<b>Under FTP Activation</b>
Implementing Partners are subject to supply-chain management capacity assessments at least once per programme cycle.	<p>Partners may be engaged for the management and distribution of programme supplies <u>without</u> undertaking documented assessments of their supply-chain management capacity when essential to allow an effective humanitarian response.</p> <p>Programme officers responsible for the management of the interventions for which programme supplies are requested, with the support of Logistical Focal Points, must ensure that:</p> <ul style="list-style-type: none"> <li>• The partners have the minimum capabilities and controls required for adequately managing, safeguarding and distributing the programme supplies provided by UNFPA<sup>26</sup>.</li> </ul>

<sup>26</sup> In line with the requirements of the Policy and Procedures on Management of Programme Supplies and the Last Mile Assurance Process sections on IP capacity assessments and monitoring)

Under regular UNFPA Policies and Procedures	Under FTP Activation
	<ul style="list-style-type: none"> <li>• Documented capacity assessments are completed when it is expected that the partners will continue to receive supplies provided by UNFPA beyond a six month period.<sup>25</sup></li> <li>• The management, safeguarding and distribution of programme supplies is monitored on a regular basis, in a manner commensurate with the value of the programme supplies provided.<sup>25</sup></li> </ul>
<p>Programme supplies can only be provided to implementing partners after signing workplans with the implementing partners, supplemented by other appropriate programme documents, such as distribution plans, that provide adequate information on the type, volume and value of the supplies, the intended use of the supplies, including target service delivery points and beneficiaries, and the related IP responsibilities</p>	<p>Programme supplies to be delivered under Programme Supplies Distribution agreements must be reflected in the UNFPA workplan.</p>
<p>Handover of goods valued US \$50,000 or less is approved by budget holders; all handovers exceeding this amount are approved by the head of unit.</p>	<p>Handover of goods valued up to US \$100,000 is approved by budget holders; all handovers exceeding this amount are approved by the head of unit.</p>
<p>Field offices must obtain regional office authorization to hold programme supplies at UNFPA-controlled warehouses.</p>	<p>Programme supplies may be maintained at UNFPA-controlled warehouses without obtaining regional office authorization to hold programme supplies and approval of warehouse selection.</p>

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

Under regular UNFPA Policies and Procedures	Under FTP Activation
<p>The warehouses must be assessed to ensure they meet the requirements for the adequate storage and safeguarding of the supplies. Warehouse selection must be approved by regional offices when it is expected they will store supplies with a value of USD 250,000 or more.</p>	<ul style="list-style-type: none"> <li>● Programme officers responsible for the management of the interventions for which programme supplies are requested, with the support of Logistical Focal Points, must ensure that: Warehouses used to store goods by UNFPA meet the minimum requirements for the safeguarding and management of the products.</li> <li>● Regional office authorization to hold programme supplies and approval of warehouse selection must be sought as soon as it becomes apparent that the need to maintain supplies at UNFPA-controlled warehouses will extend beyond a 6 months period.</li> </ul>
<p>Reports demonstrating the distribution and stock levels of programme supplies must be obtained at least once a year from all Implementing Partners that received goods worth \$100,000 or more during a calendar year.</p>	<p>Reports demonstrating the distribution and stock levels of programme supplies must be obtained at least once a year from all Implementing Partners that received goods worth \$250,000 or more during a calendar year.</p>

Programme officers responsible for the management of the interventions for which programme supplies are requested, with the support of Logistical Focal Points, must ensure that requisitions, purchase orders and shipments are regularly tracked and appropriate actions taken to address delays.

### B. Human Resources

The human resources-related component of the fast track policies and procedures (FTP) provides increased operational flexibility to accelerate decision making around standard human resources processes within the humanitarian response. When the human resource component is included in a FTP activation request, the requesting unit must include a [human resource plan](#) with all planned

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

human resource elements proposed to be implemented under the FTP. An example of an HR plan is available [here](#).

The following are the applicable HR related processes under activated Fast Track Procedures:

### 1. Delegation of Authority

Under the FTPs, the Executive Director delegates authority for approval of posts and appointment authority for fixed term appointments (FTA) and Temporary Appointments (TA) as outlined in the summarized table below<sup>27</sup>:

Contract Type		Category	Approval of Post & Appointment Authority	
			Under regular UNFPA Policies and Procedures	Under FTP Activation
TA	Local	General Service and National Officer (G1-G7 and NOA – NOD)	DED Programme or Management (depending on position)	Human Resources Business Partners (HRBP)
	International	Professional and higher (P1-P5)	P1-P3: DED Programme or Management (Depending on position) P4+ Executive Director	HRBP
FTA	Local	General Service and National Officer (G1-G7 and NOA – NOD)	DED Programme or Management (depending on position)	Representative / Country Director / Head of Office (in countries)

<sup>27</sup> The delegated authority also applies to officers carrying out these functions ‘ad interim’. Officers-in-charge would only have this authority if it has been expressly delegated to them by the approving authority (Head of Office, RD, etc.) prior to its departure.

				without UNFPA Representative)
	International	Professional and higher (P1-P5)	P1-P3: DED Programme or Management (Depending on position) P4+ Executive Director	HRBP
		Professional and higher (D1)	Executive Director	Executive Director

## 2. Creation of Posts<sup>28</sup>

The processes for the creation of posts, both FTA and TA, *do not change* under the FTP process therefore regular UNFPA policies and procedures apply:

For Fixed Term Appointment (FTA) posts, the hiring manager must provide **confirmation of funding availability for a minimum of one year before issuing a contract. Recruitment of positions may begin when the vacancy is created.**

For Temporary Appointment (TA) posts, the hiring manager must assure<sup>29</sup> funding (rather than confirmation of actual funds). Personnel may be appointed on a TA for a minimum of **three months and up to 364 days**. The TA may exceptionally be renewed for one additional year. The total duration of the TA contract should not exceed two years minus one day, or 729 days. The [Guidance Note on Recruitments on Posts funded from Non-Core Resources](#) provides additional flexibility for posts funded by non-core funds.

<sup>28</sup> See [Policy and Procedures for Organizational Structuring](#) for guidance in case a wider (re-)structuring is involved, e.g., decentralized offices.

<sup>29</sup> Examples of such assurance are (a) signed donor agreement, or (b) written commitment that a signature will be received shortly, e.g. through email confirming that a signed physical document has been sent.

**3. Selection Process****a) Vacancy Announcements**

Fast Track Procedures do allow for increased operational flexibility with vacancy announcements as detailed below:

<b>Under regular UNFPA Policies and Procedures</b>	<b>Under FTP Activation</b>
<b>Vacancy Announcement time for Temporary Appointments:</b>  TA: minimum one week, i.e., 5 working days between advertisement and closing date for vacancies	<b>Shortening of Vacancy Announcement time for Temporary Appointments:</b>  TA: 1 working day
<b>Vacancy Announcement time for Fixed-Term Appointments:</b>  FTA: 2 weeks	<b>Shortening of Vacancy Announcement time for Fixed-Term Appointments:</b>  FTA: 1 week

**b) Competitive Selection Process**

Fast Track Procedures allow for increased operational flexibility around the competitive selection process where some processes can be expedited under the FTP, as summarized in the table below:

<b>Under regular UNFPA Policies and Procedures</b>	<b>Under FTP Activation</b>
<b>Competitive Selection process for Temporary Appointments:</b> Normal selection process is followed as outlined in <a href="#">Annex I</a> and <a href="#">Annex II</a> of the <a href="#">TA Policy</a> . No Central Review Board (CRB) review required.	<b>Competitive selection process for Temporary Appointments</b> TA: Executive Director delegates authority to the regional director to waive the competitive selection process and follow the process outlined below.

Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

<p><b>Competitive Selection process for Fixed Term Appointments:</b></p> <p>Normal Selection Procedures as outlined in the standard operation settings. CRB is required</p>	<p><b>Competitive selection process for Fixed Term Appointments</b></p> <p>The Executive Director delegates to the Director, DHR the authority to waive the competitive selection process for all levels (GS to P5).</p> <p>D1+: Executive Director can waive the competitive selection process</p>
---	---

Under the Fast Track Procedures, the following recruitment process for TAs applies:

- Hiring Manager ensures the post is created in Atlas as per above section on the Creation of Posts under FTPs.
- Post is advertised and Hiring Manager identifies suitable candidate with requisite qualifications and competencies for TA position.
- Hiring Manager requests Regional Director's exceptional approval to appoint candidate outside of the normal selection process, i.e., waiving advertising and interviewing process.
- Such a request, its justification and the authorization by the regional director, if any, shall be documented and attached to the respective recruitment file.
- After completing reference and performance checks, and verifications of academic qualifications, [clear-check process for PSEA/SH](#), hiring manager requests Human Resources focal point to recruit the candidate. The Human Resources focal point in the country office will forward the request to the HRBP who, may authorize UNDP/BES in NY for international positions, or UNDP country office for local positions, to proceed with the administrative arrangements.
- To identify suitable candidates, competency based interviewing should be the common selection tool. However, if time does not permit interviews, a desk review, i.e., a comparison of shortlisted candidates on the basis of their applications, may be undertaken. No Compliance Review Board (CRB) review is required<sup>30</sup>.

For further information on the recruitment of Temporary Appointment posts, please refer to the [Temporary Appointments: Staffing](#) and the [Guidelines for advertisement and selection of staff for posts in the national officers category and posts in the general service category at field duty stations under TA](#).

<sup>30</sup> Joint planning processes between Hiring Manager and DHR.



**(c) Waiving of competitive selection process for FTA<sup>31</sup>**

The following fast track procedure for FTA recruitment applies:

- Hiring Manager is responsible for ensuring **confirmation of actual funding availability for a minimum of one year when appointing FTA's** (Staff Rule 4.13).
- Hiring Manager ensures that the post is created in Atlas as per above section on the creation of posts.
- Where the interest of the organization cannot be met through the normal recruitment process because of the immediate needs of the emergency, the Hiring Manager identifies suitable candidate with requisite qualifications and competencies for FTA position.
- For post at **P5 and below, NO and G levels**, the HRBP has the exceptional approval to appoint a candidate outside of the normal selection process, i.e., waiving advertising, interviewing and CRB process (for up to 5 positions per emergency). The justification and the authorization by the HRBP, must be documented and attached to the recruitment file.
- For posts at **D1 level and above**, Hiring Manager, in consultation with the respective HR BusinessPartner (HRBP), requests via Regional Director to Executive Director the exceptional approval to appoint a candidate outside of the normal selection process. Such a request, its justification and the authorization by the Executive Director must be documented and attached to the recruitment file.
- Subject to approval by appropriate authority, after completing reference and performance checks, and after verification of academic qualifications and clear-check clearance for Prevention of SEA/SH, hiring manager requests Human Resources focal point to recruit the candidate. Human Resources focal points in country offices or headquarters will liaise with UNFPA/DHR and UNDP/BES in headquarters (for international positions) or UNDP country offices (for local positions) to proceed with the administrative arrangements.

For further information on the recruitment of FTA posts, please refer to the following guidelines: [Guidelines for Recruitment for fixed-term appointment](#); [Selection of international fixed-term appointments](#); [Selection of local fixed-term appointments in field](#).

---

<sup>31</sup> UNFPA are guided by the Staff Rules when it comes to the criteria for determining "internal" candidates. The Staff Rules define internal candidates as those having been reviewed by a Compliance Review Body. Should staff be appointed **without** having gone through the normal competitive recruitment process, i.e., reviewed by the CRB, they would *not* be considered internal.

#### **4. Surge Mechanism**

The UNFPA Global Emergency Surge Roster is the agency's key modality for delivery of short-term human resources support in emergency settings. An office does not need to activate the FTPs in order to use the surge mechanism as Surge can be used both when FTPs are activated or not. Please use the [Surge Standard Operating Procedures](#) that apply at all times.

#### **5. Recruitment of vetted candidates from rosters**

Personnel may be drawn from a roster of candidates who were approved by the CRB and who may be hired immediately after the completion of reference checks, education verification and completion of the Clear-Check Process. The roster consists of personnel covering a wide range of substantive and operational areas. Candidate availability will be determined at the time of recruitment.

The roster of candidates for international professional positions is managed by DHR/UNFPA headquarters. HRSPs and Country offices should also establish rosters of vetted candidates for national professional and general service positions as part of their emergency preparedness processes.

#### **6. Temporary reassignments of staff on Fixed-Term Appointment**

The temporary internal redeployment of staff on FTA or on permanent appointment is encouraged for the purpose of providing qualified and interested internal staff with career development opportunities and field exposure during times of emergencies.

Under the FTP, the Executive Director delegates to the Director DHR the authority to approve reassignments for international staff for posts at P5 level and below.

The Director, DHR will consider such requests considering the views of the head of unit of the releasing and receiving country offices and the staff member concerned. Requests for reassignments must be submitted by the receiving country office to the regional director for endorsement and further submission to DHR. Further to the Regional Director's endorsement, the Director DHR may approve the reassignment(s) in consultation with the respective Human Resources Strategic Partner.

#### **7. Individual Consultants**

The same standard operating procedures apply to the recruitment of individual consultants when under the FTPs and outside of activation of the FTP activation. It is important to note though that the IC policy offers the following flexibility, which can be helpful:

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

- The [Policy on Individual Consultants](#) provides for the competitive selection process to be waived under certain circumstances, e.g., where “there is a genuine exigency or emergency”, among other reasons. (para. 22 (g)).
- A written explanation substantiating the reason for waiving the competitive selection process must be completed in the [Waiver Form](#) and signed by the hiring office. The form must be kept on file and may be subject to audit.

Please also note that a competitive selection process may be waived under the following circumstances:

- International IC (all locations) at professional level below the aggregate value of US \$40,000
- Local IC below the aggregate value of US \$20,000

**8. Reduced Turnaround Time for Administrative Services provided by UNDP**

Standard Operating Procedures	Under FTP Activation
Offer letter processed within 10 business days	Offer letter processed on priority basis within 24 hours, (from next working day, subject to completion of accurate documentation)  Recommended timelines may be found <a href="#">here</a>

When the UNFPA FTP is activated, candidates selected for Temporary Appointments or FTAs will be processed on a priority basis, i.e., within 24 hours<sup>32</sup>, starting with the immediate initiation of the recruitment clearance process, information to selected candidates and all parties involved, and the acceleration of the clearances and hiring process.

For recruitment of International Professional staff, Human Resources Services Branch, DHR will notify UNDP Benefits and Entitlements Unit, through the Human Resources Workbench to release the offer letter within 24 hours.

---

<sup>32</sup> “24 hours” will be interpreted as the next possible working day, subject to receiving all required documentation.

For recruitment of national staff or Service Contract, the UNFPA country office will notify the local UNDP country office and indicate in the submission that Fast Track is in effect and applies to the request.

Hiring units are encouraged to take into account in its planning process possible delays that may be caused as a result of medical examination and clearance as well as visa clearance.

### **C. Emergency Procurement**

These procedures aim to enable a more timely response to urgent need for aid in emergencies while ensuring compliance with the general procurement principles as stipulated in Regulation 15.2 of the [Financial Regulations and Rules \(FRR\)](#):

- Best value for money considering all relevant factors, including costs and benefits to UNFPA;
- Fairness, integrity and transparency;
- Open and effective international competition; and
- The interest of UNFPA.

#### **1. Use of FTP Procurement Component**

The procurement procedures outlined below come into effect when the procurement section of the Fast Track Procedures has been activated. In all other situations, [UNFPA regular Procurement Procedures](#) apply. If the requesting office is only procuring Inter-Agency Reproductive Health (IARH) kits in response to a certain emergency, there is no need to apply for the activation of the procurement component of the FTPs as the IARH kits are already covered under valid LTAs. The form to be used for placing an order for IARH kits from stock is located [here](#). All the orders for IARH kits will need to be screened and cleared by the Humanitarian Office before being processed by PSB.

Procurement activities can either be implemented by UNFPA directly or can be included in a workplan of an implementing partner. Procurement through an implementing partner follows the partner's own procurement procedures provided they are assessed by UNFPA as reasonable procedures. For more information about working with implementing partners, click [here](#). Please refer to [Section III, 1.1.1](#), of the UNFPA regular procurement procedures for further guidance.

Note that in case the country office decides to entrust the procurement activities to an implementing partner that has not been previously assessed by UNFPA, the IP procurement capacity shall be assessed using the [Assessment of IP Procurement Capacity in Emergency Situations](#) form.

It should be noted that there is a difference between urgencies that require implementation of the procurement component of the FTPs (i.e., specific Chief Procurement Officer (CPO) authorization

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

is required) and urgent procurement that should be addressed in accordance with [FRR 115.5 \(a\)\(viii\)](#) (whereby the CPO or authorized personnel may determine, for a particular procurement activity, that using formal methods of solicitation is not in the best interest of UNFPA and its clients).

Urgencies for which the activation of the procurement component of the FTPs would not be justified can be addressed through for example a reduced solicitation time, and therefore would fall under FRR 115.5(a)(viii), i.e., all instructions/conditions as specified in the regular procurement procedures, such as review thresholds, Delegation of Authority issues, etc., would apply. For more information, please refer to the [UNFPA Regular Procurement Procedures](#). (e.g., urgent request from a national authority to procure some goods at the very last stage; last-minute notification from a supplier that the supplier cannot deliver a product or service on time due to a force majeure situation).

If the CPO has not approved the use of the procurement component of the FTPs, business units are not allowed to use the procurement procedures under the FTPs. However, they can invoke FRR 115.5(a) (viii) if applicable.

If FTPs have been approved for a country office, any other business unit conducting procurement on behalf of that country office, whether it is Procurement Services Branch (PSB), the regional office or another country office, can invoke the approved FTP, e.g., if FTPs were activated in Country X and the country office of Country Y is required to procure on behalf of the country office of Country X, the country office of Country Y can de facto apply the FTPs approved for country office of Country X and does not need to activate the FTPs.

## **2. Procurement Process**

The use of the procurement component of the FTPs allows more flexibility in the procurement process than UNFPA Regular Procurement Procedures. This increases the responsibility of personnel at all levels to ensure and document that proper procedures have been followed. This is particularly important as under emergencies there is a higher risk of corruption, fraud, bribery, conflict of interest, impossibility or difficulty to document and file the process conducted at the time the work is conducted. However, for audit trail purposes all documents need to be filed as soon as practically possible. Please refer to [section 8](#) below regarding filing instructions.

### **a) Procurement Planning**

Prior to initiating any procurement process, the emergency response team should complete a needs assessment and produce a procurement plan, including required supplies or services, procurement methods, storage and distribution arrangements. In addition to goods such as emergency reproductive health kits, tents, vehicles, medicine, security, IT and communication

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

equipment, etc., the plan should outline distribution efforts and logistics required to deliver the goods to final destinations such as warehouses. It is important to note that the emergency procurement plans are not captured in the regular procurement planning tool. The UNFPA business unit who secures the activation of FTPs must mobilize and make available the required resources to execute the emergency procurement plan.

The plan and the underlying needs assessment must be reviewed for relevance, accuracy, and completeness by the regional humanitarian coordinators and be approved by the head of the unit. As part of the procurement planning, the emergency response team shall identify replenishment levels for each of the procured products if needed, in order to avoid stock-outs. Guidelines on IARH kits Management in the field have been developed for the use of the country offices. These guidelines can be located [here](#).

Procurement of security related equipment must be included in the FTP procurement plan, particularly when such equipment is mandatory for the deployment of UNFPA personnel. Such procurement must be prioritized by the head of unit, and should not go through the regular procurement process. As always, security related procurement needs to be technically cleared by the Office of the Security Coordinator (OSC) with copy to the respective Regional Security Adviser (RSA).

#### **b) Sourcing**

- ***Use of existing LTAs***

Firstly, UNFPA personnel must establish whether the products or services required are already available from suppliers holding a Long-Term Agreement (LTA) with UNFPA or with other United Nations agencies. Many of these agreements can be found on the [United Nations Global Marketplace](#) (UNGM). In addition, always contact PSB to check if LTAs already exist even if not available on UNGM.

If a valid LTA exists and goods can be delivered within the required lead time, then purchase orders can be issued directly based on the applicable LTA, subject to the terms and conditions of such LTAs including secondary bidding. In particular, note that procurement of vehicles can be made on ex-stock basis if the vehicles are intended to be used for the same purpose for which the procurement component under the FTPs was approved.

- ***Collaborative procurement with other United Nations Organizations***

In order to make optimal use of resources, UNFPA COs can consider the following procurement alternatives if this is deemed to shorten the sourcing process or is otherwise in the interest of the organization: Joint solicitation with other United Nations agencies; reuse of

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

other United Nations tender results; procurement from other United Nations entity; or outsourcing procurement to another United Nations entity. See [section 14](#) of the UNFPA regular procurement procedures for further guidance.

The [United Nations Humanitarian Response Depot Network](#) (UNHRD) may also be utilized to source and distribute emergency commodities.<sup>33</sup>

- ***Issuance of own tender process***

If the above sourcing options are not possible, the UNFPA country office may decide to launch its own tender process. See [Section 3](#) below for guidance on the appropriate method of solicitation. Please note that splitting solicitations for the purpose of bypassing the required approval process, such as avoiding review by the Emergency Contracts Review Committee (ECRC), is considered a violation of the procurement rules and is likely to result in disciplinary actions.

- (i) Specific product requirements

Please note that local procurement of pharmaceuticals, medical devices including in-vitro diagnostics and medicines by the UNFPA country office is allowed as per the [QA Requirements under FTPs guidelines](#) provided that:

- the goods are duly registered in the country. This is to ensure local procurement does not go against the National Regulation and Legislation, and
- a minimal risk-assessment of the quality of the products is conducted using the provided FTP questionnaires (for [Pharmaceutical products](#), [Medical devices](#) and/or [IVD Products](#)) which are to be completed by the bidders.

This is in order to prevent substandard goods from being supplied.

- (ii) Issuance of LTAs

For countries regularly facing recurrent humanitarian emergencies where the type of goods and services needed under such acute emergencies can be predicted, the issuance of Long Term Agreements (LTA) for the goods and services expected to be procured during the emergency period, is recommended.

Whenever an LTA has been established following the application of the procurement procedures under activated FTPs, such LTA:

---

<sup>33</sup> UNHRD is managed by the World Food Programme (WFP) and has six warehouses located in Ghana, Panama, Italy, United Arab Emirates, Spain, and Malaysia to respond to emergencies.

- Can only be used during the activation period of the FTP;
- Cannot be used to address regular procurement requirements that cannot be justified under FTPs and due to the same reason, that should be managed using the Regular Procurement Procedures; and
- Cannot have a validity period beyond the validity period of the FTP activation.

(iii) Prequalification of suppliers

For countries prone to facing acute emergencies, as a preparedness action, it is recommended that the COs proactively pre-qualify suppliers for specific products/commodities and services to be procured subsequently through a limited bidding exercise during the FTP activation period. Guidance on how to prequalify suppliers can be found in Section 5, 5.5 of the [UNFPA Regular Procurement Procedures](#).

### 3. Procurement Methods

When the use of the procurement component of the FTPs has been endorsed by the CPO, the solicitation process shall be as follows:

#### a) Procurements valued below US \$10,000

Procurements valued below USD 10,000 per solicitation have no specific requirements concerning sourcing other than seeking three quotations whenever possible and accepting the lowest offer if circumstances allow.

#### b) Procurements valued equal or above US \$10,000, and below US \$250,000 in situations where the scale-up protocol has not been activated and above US \$10,000 in scale-up situations

Procurement valued equal or greater than US \$10,000 and below US \$250,000 (situations where the scale-up protocol has not been activated) and greater than US \$10,000 (scale-up situations) per solicitation require the standard [Emergency RFQ Template](#) to be used. To conduct the RFQ process, UNFPA personnel must ensure the following:

- At least three offers shall be sought to ensure competition. If this is not possible, the reasons for the non-competitive situation must be documented in writing, as well as evidence of reasonableness of the price.
- The solicitation process must be open for at least 48 hours to allow bidders adequate response time; this can be reduced to 8 hours for scale-up humanitarian crises.
- Offices must use a secure email address to receive offers from the suppliers. This secure email address must be used to receive quotations equal or above US \$10,000. Note that PSB's secure email address can be used for this purpose if other UNFPA offices face

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022



technical issues with their secure email. For quotations equal or above US \$10,000, a staff member, appointed in writing by the head of unit who is not involved in the procurement process, must receive the offers and record receipt of the offers in a Bid Receipt Report.

- In exceptional cases, whenever it is not possible to use a secure email, or suppliers cannot submit bids to the PSB secure email because of lack of internet connection, the quotations may be obtained by phone, mail, fax or by visiting vendors but all offers need to be documented. The segregation of duties between staff procuring and staff receiving offers as specified above must remain.
- The evaluation process must be transparent and fair. The offers must be reviewed by at least two UNFPA staff including at least one professional staff. This will constitute the evaluation committee.
- Award the contract or purchase order to the lowest priced offer that is substantially responsive to the requirements of the RFQ. If the contract is not awarded to the lowest evaluated bidder, the reasons for this must be documented in writing.
- When a purchase order is placed with a supplier who is asked to cover freight and where freight was not part of the solicitation process, comparative quotations for freight should be obtained if the value of the freight quotation is above US \$200,000. The procuring entity should compare the supplier's offer for freight with freight LTA offers and choose the lowest freight option.
- For all other matters pertaining to the handling of an RFQ process, please note that the UNFPA regular procurement procedures and templates including bid receipt report, bid opening report, bid evaluation report, etc. apply

**c) Procurements valued equal or above US \$250,000 in situations where the scale-up protocol has not been activated (Refer to 3b for scale-up situations)**

In situations where the scale-up protocol has **not** been activated<sup>34</sup>, procurements valued equal or above US \$250,000 per solicitation require an Invitation to Bid (ITB) or Request for Proposal (RFP)<sup>35</sup>. The standard [Emergency ITB Template](#) or [Emergency RFP Template](#) should be used to solicit bids or proposals.

When executing an ITB or RFP, staff entrusted to carry out procurement functions must ensure that:

---

<sup>34</sup> Scale-up humanitarian crises allow for an RFQ to be used

<sup>35</sup> See UNFPA regular Procurement Procedures for understanding when to apply for an ITB or RFP.

- The solicitation has been pre-cleared by the designated procurement official at PSB. within 48 hours (within 24 hours for scale-up emergencies in case it is decided to conduct an ITB/RFP).
- The solicitation remains open for at least three calendar days.
- Offers are submitted in a sealed envelope received at the physical address of the office or via a secure email address or secured fax number. Note that PSB's secure email address may be used for this purpose;
- Offers must be received by a staff member appointed in writing by the head of the unit, not involved in the procurement process. Offers must be recorded in a Bid Receipt Report;
- Bids are opened by a local bid committee consisting of at least two, preferably three, persons (other United Nations agency staff are encouraged to be members of the committee);
- A Bid Evaluation Report is completed and filed;
- Confidentiality is maintained during the process;
- The ITB or RFP should be published on UNGM ([www.ungm.org](http://www.ungm.org)) if internet access is available. In the situation where internet connectivity is low or absent, all efforts must be made to disseminate the ITB or RFP as widely as possible, including contacting PSB focal points or the regional office to upload the documents on UNGM.
- For all other matters pertaining to the handling of an ITB/RFP process, please note that the UNFPA regular procurement procedures and templates including bid receipt report, bid opening report, bid evaluation report, etc. apply.

#### 4. Evaluation

Offers received based on an RFQ or RFP/ITB should be assessed against the written requirements stated in the solicitation document, including delivery time.

The evaluation of the bids should be conducted in accordance with the principles and methods outlined in the current [UNFPA Regular Procurement Procedures](#) and [Financial Regulations and Rules](#).

#### 5. Contract Award

The Request for [Contract Award Form](#) must be filled out by the UNFPA business unit requesting contract award to obtain approval from the designated procurement authority if the contract value is equal or more than US \$10,000 but below the thresholds that require ECRC review (see Sections 6 (d), 6 (e) and 6 (f) below).

The cumulated value of contracts awarded through the regular procurement procedures to a given contractor during the period of time used for calculating the cumulative value must be excluded

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

from the calculations of cumulative value for the purpose of determining the procurement authority under the fast track procedures.

In the event that a business unit conducts emergency procurement on behalf of another one, the head of that business unit (except for the Chief of the Procurement Services Branch) has no delegated procurement authority under the approved FTPs to approve award of contract. If for example the country office of country Y is conducting a solicitation process on behalf of the country office of country X against approved FTPs for the country office of country X, and the bid value is for e.g. US \$150,000, the Representative of the country office of country X (where the FTPs have been activated) has the authority to approve the award of contract, not the Representative of the country office of country Y.

Under Scale-Up emergencies, the Head of the UNFPA Business unit may request the CPO, via the Chief of PSB, a delegation of authority for contract award higher than the standard delegation of authority provided by the fast-track procedures. For the purpose of such a request, the Head of the UNFPA Business unit must provide the rationale for a higher delegation of authority and how the additional resulting risks will be properly managed. Reasons for such a request may include specific circumstances such as market dynamics and conditions requiring fast award decisions. Risk mitigation measures may include: procurement capacity of the requesting business unit (e.g. number of CIPS certified procurement staff, good procurement audit records, etc.), solidity of the internal controls in place, etc. The CPO in consultation with the Chief, PSB, will review the request and make a final risk-based determination.

**a) Contract valued below US \$10,000**

Issuance of an Atlas purchase order is not mandatory for procurements under US \$10,000. Budget owner of the contract approves the payment. However, the business unit may choose to create an Atlas purchase order as per the UNFPA [regular procurement procedures](#) if time allows. This will ensure such transactions are accurately reflected in the Data Quality Dashboard.

**b) Contract valued equal or above US \$10,000 and below US \$250,000**

Contract valued equal or above US \$10,000 and below US \$250,000 shall be awarded by the head of unit or personnel with the equivalent approval authority. An Atlas purchase order shall be issued and dispatched to the supplier.

**c) Contract valued equal or above US \$250,000 and below US \$500,000**

Contracts valued equal or above US \$250,000 and below US \$500,000 shall be awarded by the head of unit as well as the Chief, PSB. Only after the award has been provided by both authorities can the contract be approved in Atlas, by the officer with authorized procurement

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

approval authority, and then issued. When there is a disagreement between the head of unit and the Chief, PSB, the country office shall refer the case to the ECRC for final decision by the CPO.

**d) Contract of US \$500,000 and above**

Contracts valued at US \$500,000 and above shall be awarded by the CPO following advice from the UNFPA ECRC or the emergency contract review committee of another United Nations organization. Pursuant to [FRR115.11 \(b\) \(ii\)](#), the CPO has to establish first that the emergency contract review committee of another United Nations entity may render written advice to the CPO.

**e) LTAs for goods and services**

LTAs for goods and services shall be awarded as follows:

LTAs value estimated:

- Under US \$250,000 in any 6-month period (i.e., the standard duration of the FTP activation period) shall be awarded by the head of unit;
- Equal or above US \$250,000 and below US \$500,000 in any 6-month period shall be awarded by the head of unit and Chief, PSB. In the event of disagreement between the head of unit and the Chief, PSB, the case shall be submitted to ECRC and CPO for approval;
- Equal to or exceeding US \$500,000 in any 6-month period shall be awarded by the CPO further to ECRC review.

**f) Ex Post Facto contracts**

Ex post facto contracts for ratification of actions not conforming to the established review and award processes must be reviewed by:

- The head of unit for values below US \$250,000;
- The head of unit and Chief, PSB for values equal or above US \$250,000 and below US \$500,000. When there is a disagreement between the head of unit and the Chief, PSB, the case shall be referred to the ECRC for final decision by the CPO;
- CPO further to review of ECRC for values equal to or exceeding US \$500,000.

**g) Reuse of results of a solicitation process of a United Nations entity**

For a single or related series of planned procurement actions, the UNFPA head of unit may decide to rely on the selection process of another United Nations entity, when, in UNFPA's assessment, the potential benefits of undertaking a new selection process would not justify the associated administrative costs (refer to Section 14.1.3 Reuse of United Nations entity

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

tender results of the [Regular Procurement Procedures](#) for more details). The following procedures must be followed.

- a contract for an amount (or aggregated amount over a three-month period) less than US \$250,000 based on reuse of results of a solicitation process of a United Nations entity shall be awarded by the head of unit.
- a contract for an amount (or aggregated amount over a three-month period) equal to or exceeding US \$250,000, but less than US \$500,000 based on reuse of results of a solicitation process of a United Nations entity shall be awarded by the head of unit as well as the Chief, PSB. When there is a disagreement between the head of unit and the Chief, PSB, the country office shall refer the case to the ECRC for the final decision by the CPO.
- a contract for an amount (or aggregated amount over a three-month period) equal to or exceeding US \$500,000 based on reuse of results of a solicitation process of a United Nations entity shall be awarded by the CPO following advice from the UNFPA ECRC or the emergency contract review committee of another United Nations organization. Pursuant to FRR115.11 (b) (ii), the CPO has to establish first that the emergency contract review committee of another United Nations entity may render written advice to the CPO.

#### **h) Other Situations**

In addition, if procurement falls into either category listed below, the contract will be awarded by the CPO following advice from the ECRC or emergency contracts review committee of another United Nations organization.

- Any contract or series of contracts with a cumulative commitment to pay values equal to or above US \$500,000 to a single contractor within a period of three months from the date of placing the first order under the procurement component of the FTPs; (Note: the cumulated contract value through regular procurement procedures to the same contractor during the same period of time must be excluded for the purpose of calculating the accumulated contract value under ECRC procedures);
- Any proposal to modify a contract previously approved by the CPO that would result in an increase of more than 20% or US \$100,000, whichever is less, within three months of its first approval.

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**Contract Award Summary:**

<b>Contract Threshold</b> (including Ex post facto Contract) or LTA value in any 6 month-period (USD)	<b>Contract Award by</b>	<b>Special Notes</b>
<10,000	Country office budget owner	If possible, three quotations should be collected.
Equal or above 10,000 and below – 250,000	Head of unit	<p>If the office is already using a secure email address to receive bids, the secure email address must be used to receive quotations above US \$10,000; alternatively, the office can use the PSB secure email address.</p> <p>When the cumulative value of a series of contracts issued to a single contractor with identical Atlas "Ship to", is equal or exceeds US \$250,000 within a period of three months from the date of placing the first order under the procurement component of the FTPs, the award of contract is to be made by the head of unit and Chief, PSB if the cumulative amount is less than US \$500,000 (see below special condition if the head of unit and Chief, PSB disagree)</p> <p>By the CPO further to ECRC review if the cumulative amount is equal to or exceeds US \$500,000</p>
Equal or above 250,000 and below 500,000	Head of unit and Chief, PSB. If disagreement between the 2, CPO through ECRC.	When the cumulative value of a series of contracts issued to a single contractor, is equal to or exceeds US \$500,000 within a period of three months from the date of placing the first order under the procurement component of the FTPs, the award of contract is to be made by the CPO further to ECRC review.

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

<b>Contract Threshold</b> (including Ex post facto Contract) or LTA value in any 6 month-period (USD)	<b>Contract Award by</b>	<b>Special Notes</b>
		Proposals to modify a contract previously approved by the CPO that would result in an increase of more than 20% or US \$100,000, whichever is less, within three months of its first approval must be awarded by the CPO after ECRC review or review by emergency contracts review committee of another United Nations Organization.
US \$500,000 and above	CPO through ECRC	Same as above

### 6. Emergency Contracts Review Committee (ECRC)

Whenever the FPTs are activated and the case falls within the scope of the ECRC review as detailed below, the ECRC shall review the case and formulate its recommendation.

Legal review of eCRC submissions prior to review by the eCRC is not required; however, on a case-by-case basis the Chief of PSB may request a review by Legal Unit before the submission is presented to the eCRC.

#### a) Scope of Authority of ECRC

- A commitment to pay a single contractor an amount equal to or exceeding US \$500,000;
- A commitment to pay a single contractor an amount equal to or exceeding US \$250,000 but less than US \$500,000 when there is a disagreement between the head of unit and the Chief, PSB regarding the contract award decision;
- A series of contracts that involve a cumulative commitment to pay a single contractor an amount equal to or exceeding US \$250,000 but estimated to be below US \$500,000 within a period of three months from the date of placing the first order under the procurement component of the FPTs, when there is a disagreement between the head of unit and the Chief, PSB regarding the contract award decision;

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

- A proposal to modify a contract awarded by the CPO that would result in an increase of more than 20% or US \$100,000, whichever is less;
- A series of contracts that involves a cumulative commitment to pay a single contractor an amount equal to or exceeding US \$500,000 within a period of three months from the date of placing the first order under the procurement component of the FTPs;
- LTAs for goods and services estimated to reach or exceed US \$500,000 over any 6-month period. The award of any LTA that could reasonably be relied upon by another UNFPA location or organization of the United Nations must be reviewed by the ECRC regardless of the estimated procurement amount;
- LTAs for goods and services estimated to reach or exceed US \$250,000 but not to exceed US \$500,000 over any 6-month period when there is a disagreement between the head of unit and the Chief, PSB regarding the contract award decision. The award of any LTA that could reasonably be relied upon by another UNFPA location or organization of the United Nations must be reviewed by the ECRC regardless of the estimated procurement amount;
- Extension of LTAs that have originally been reviewed by the ECRC
- Any proposal for the renewal of a contract previously reviewed by the ECRC and approved by the CPO
- Any other proposal, contract, agreement, or other matter relating to purchasing, renting, or leasing that the Executive Director, CPO or Chief, PSB may want to refer to the ECRC
- Ex Post-facto cases with a total value equal to or greater than US \$500,000 in order to provide advice to the CPO on ratification of actions not conforming to the established review and award processes, and/or acceptance of charges against appropriate budgets.
- Ex Post-facto cases with a total value equal or above US \$250,000 and below US \$500,000 when there is a disagreement between the head of unit and the Chief, PSB.
- Reuse of results of a solicitation process of a United Nations entity for establishing a contract and pay to a single contractor an amount (or aggregated amount over a three-month period) equal to or exceeding US \$500,000.
- Reuse of results of a solicitation process of a United Nations entity for establishing a contract and pay to a single contractor an amount (or aggregated amount over a three-month period) equal to or exceeding US \$250,000 but less than US \$500,000 when there is a disagreement between the head of unit and the Chief, PSB regarding the contract award decision.

#### **b) ECRC Composition, Quorum and Decisions**

The ECRC is composed of the chairperson and *at least* one member of the headquarters CRC. The Secretary of the ECRC is the Secretary of the headquarters CRC. The ECRC meeting

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022



requires a quorum of a chairperson and one member. When the CRC Chair is not available and no alternate CRC Chair can replace him or her, a CRC member may act as Chair of the ECRC.

To formulate its recommendations, the ECRC is guided by the applicable provisions of this document, [Financial Regulation](#) 15.2, and the UNFPA [Procurement Procedures](#).

The ECRC should formulate its recommendation for approval or rejection to CPO within 24 hours of receipt of a submission. If the ECRC cannot be convened, on the advice of the chairperson, the meeting will be conducted by email circulation. Whenever the chairperson and the member dissent, the ECRC will base its recommendations on the decision of the chairperson; however, the ECRC recommendations to the CPO will indicate any dissension and the reason for such dissension.

Within 24 hours after the ECRC provides its advice to the CPO, the CPO, on behalf of the Executive Director, will provide the award decision.

#### **c) ECRC Submission**

A request for ECRC review must be completed by filling in the [Emergency CRC Submission Form](#) and submitting to the CRC secretary. The CRC secretary will coordinate the emergency ECRC meeting, and will be responsible for keeping complete records of the communications and approvals/rejections from the CPO.

#### **d) Ex Post Facto Contracts**

The issuance of contracts that should have been reviewed by the ECRC and subsequently approved by the CPO, and were entered into without prior ECRC review and CPO approval, constitutes a violation of the procurement procedures under the FTPs and the underlying FRR. Such contracts must be submitted to the ECRC for an *ex post facto* (retroactive) review without delay for ratification by the CPO. Ex post facto submissions are regularly reviewed by auditors.

### **7. Purchase Orders**

Atlas purchase orders shall be issued latest within one week after signature of contract.

In cases where normal commercial practice or the interests of UNFPA so require, advance payment that is in line with relevant administrative instruction for advance payment can be made. See Section 13.5.3 of the [UNFPA Procurement Procedures](#).

PSB will publish on UNGM contract awards equal or above US \$50,000, except in special conditions that could result in security concerns for the awarded supplier should award of contract

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

be published in the public domain or when there are special confidentiality clauses that UNFPA has agreed beforehand with the supplier.

### **8. Documentation and Filing**

Evidence of compliance with all steps of the procurement procedures under the FTPs must be kept in the procurement file. This documentation ensures that the decisions made when selecting the supplier and awarding the contract are justified and provide a basis for dispute resolution. It also helps to maintain institutional memory and lessons learnt.

Refer to Section 13.9 of the UNFPA [procurement procedures](#) for details on what the procurement file should contain. In addition to the documents specified in the regular procurement procedures, the following documents should be kept on file:

- Approval for the use of the FTPs procurement component;
- Note to the file approved by the head of unit justifying the mode of competition (e.g., why local procurement is preferred);
- Number and choice of suppliers requested to quote. Explain and justify if fewer than three;
- Any exception to the use of formal methods of solicitation applied with reference to [FRR 115.5](#);
- In case advance payments were required, proof that additional assessment was conducted to verify the financial strength of the vendor (refer to Section 13.5.3 Advance payments of the [Regular Procurement Procedures](#) for more details);
- In addition, after the goods and services have been delivered, vendor performance evaluation must be performed in line with regular procurement procedures in the on-line [vendor performance evaluation tool](#).

### **9. In-kind Contributions**

In humanitarian settings, country offices are often approached by donors who may be interested in funding UNFPA's humanitarian programmes. Country offices should inform their regional Resource Mobilization Adviser and the Resource Mobilization Branch (RMB)<sup>36</sup> as soon as possible.

In many emergency settings, country offices are offered in-kind donations. Country offices should keep in mind that all partnerships with companies need to be screened at headquarters level (due diligence process) before any agreements are concluded or goods are accepted. Please refer to

---

<sup>36</sup> [rmb@unfpa.org](mailto:rmb@unfpa.org)

---

[UNFPA In Kind Goods and Services Contribution Policy](#)<sup>37</sup> and consult the Strategic Partnerships Branch<sup>38</sup>

---

<sup>37</sup> In particular Annex B - In-Kind Contributions of Goods in Emergency Response Contexts

<sup>38</sup> [spb.office@unfpa.org](mailto:spb.office@unfpa.org)

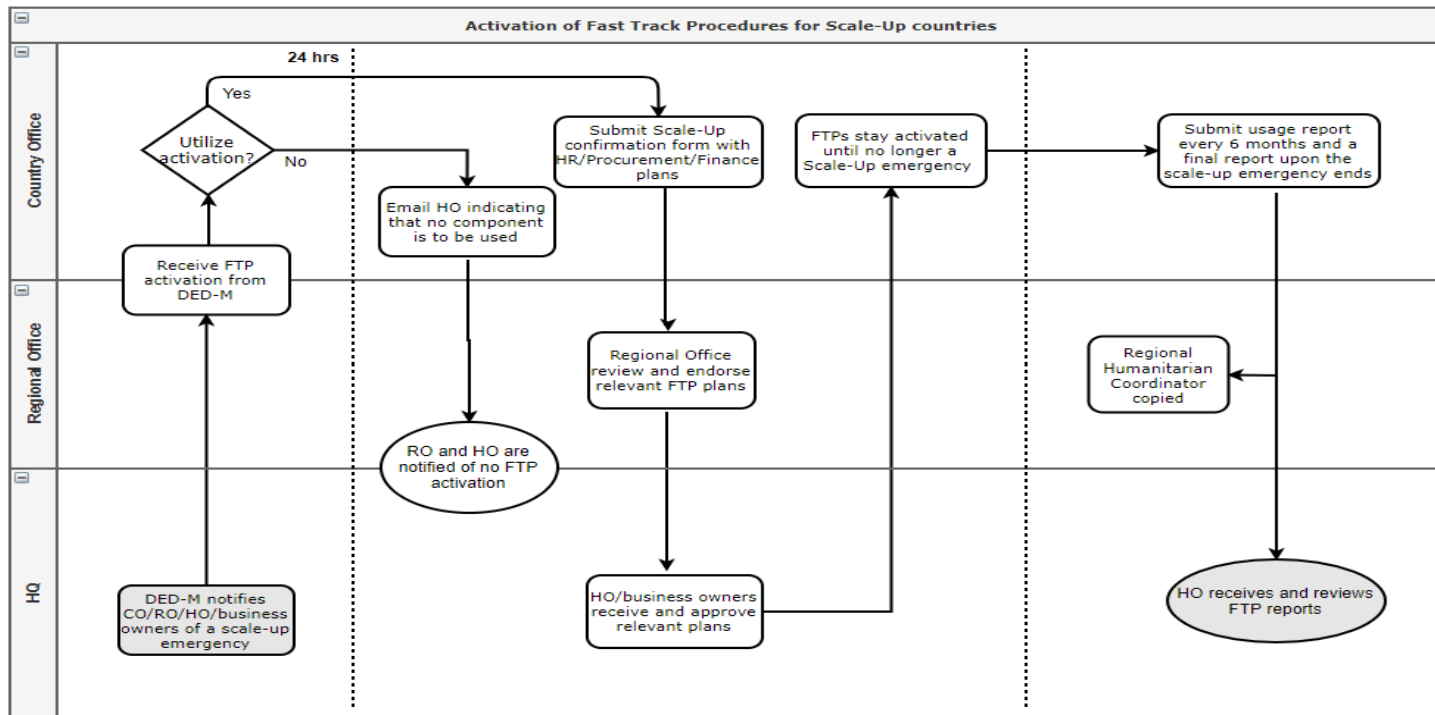
---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

V. Process Overview Flowchart(s)

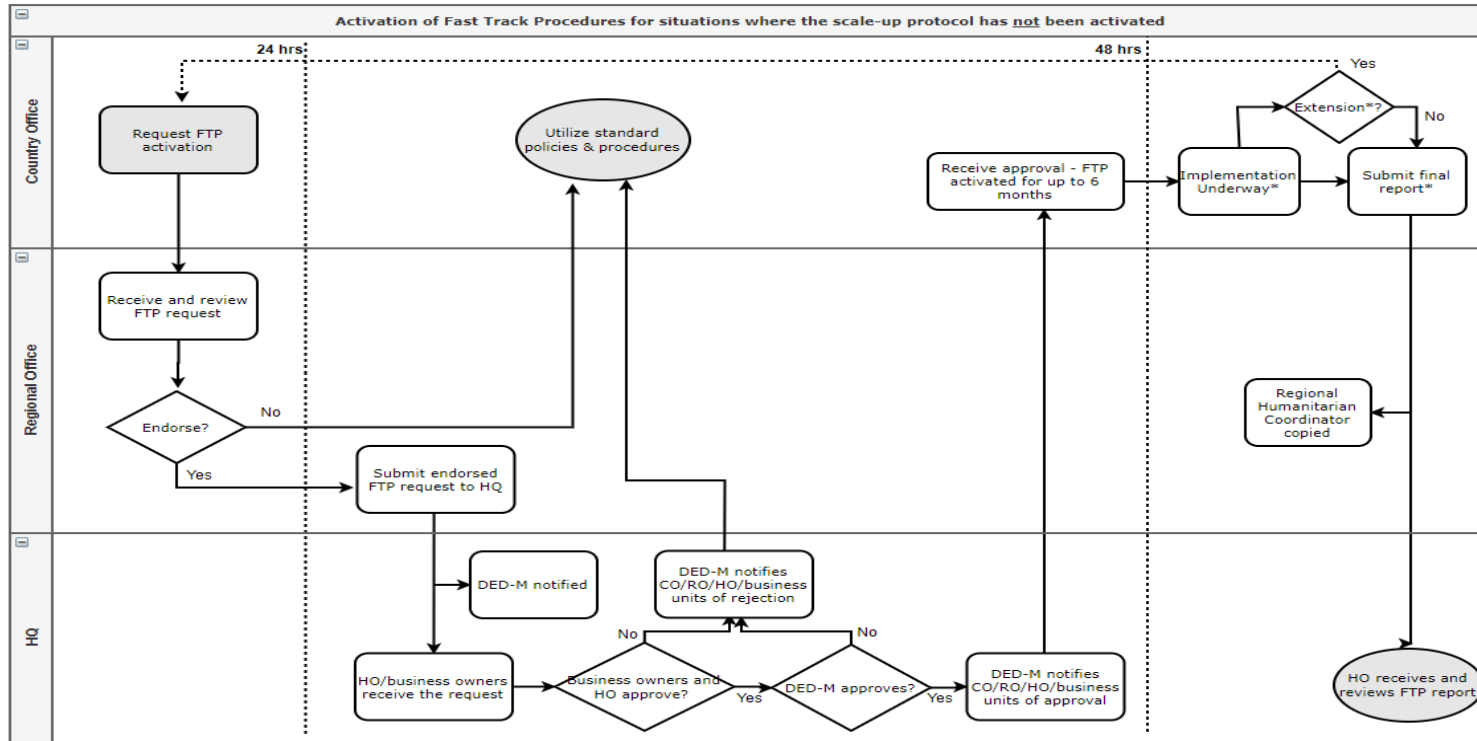
A. FTPs Activation Process

1) FTP activation for Scale-Up countries



Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

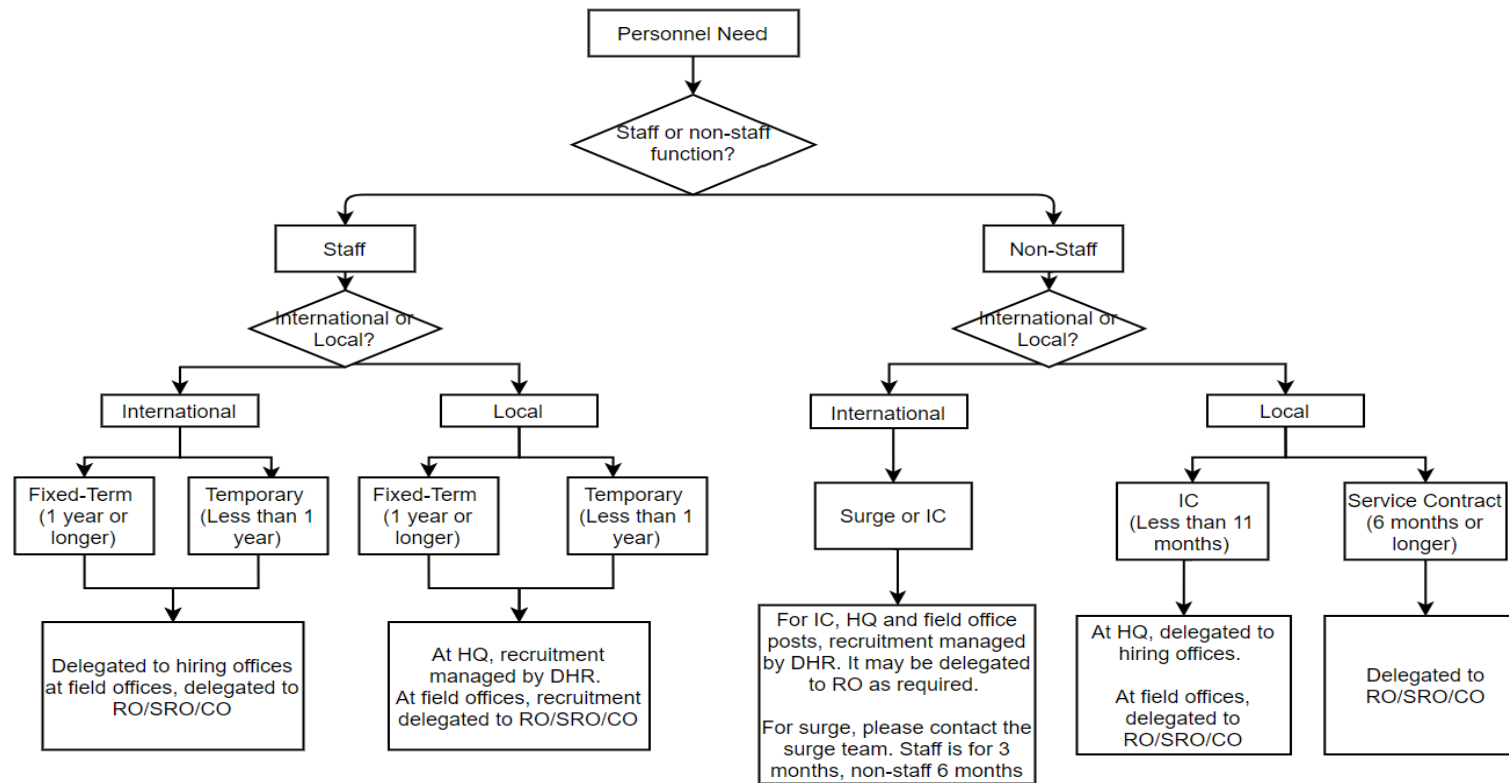
2) FTP activation for situations where the scale-up protocol has not been activated



\* Risk assessment in SIS - within one month of approval; Extension - within one week before the end date of the current activated FTP; Report - within one month after the FTP end date

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

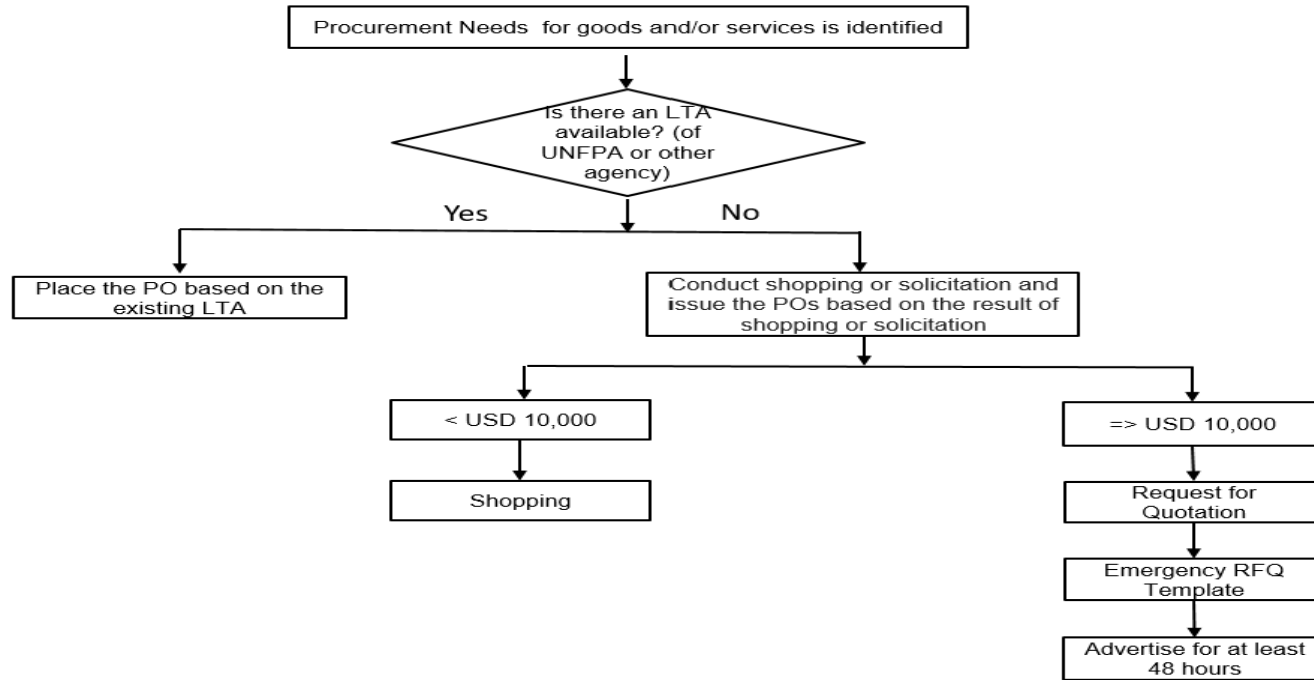
**B. Flow Chart Assessing Personnel Needs**



Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

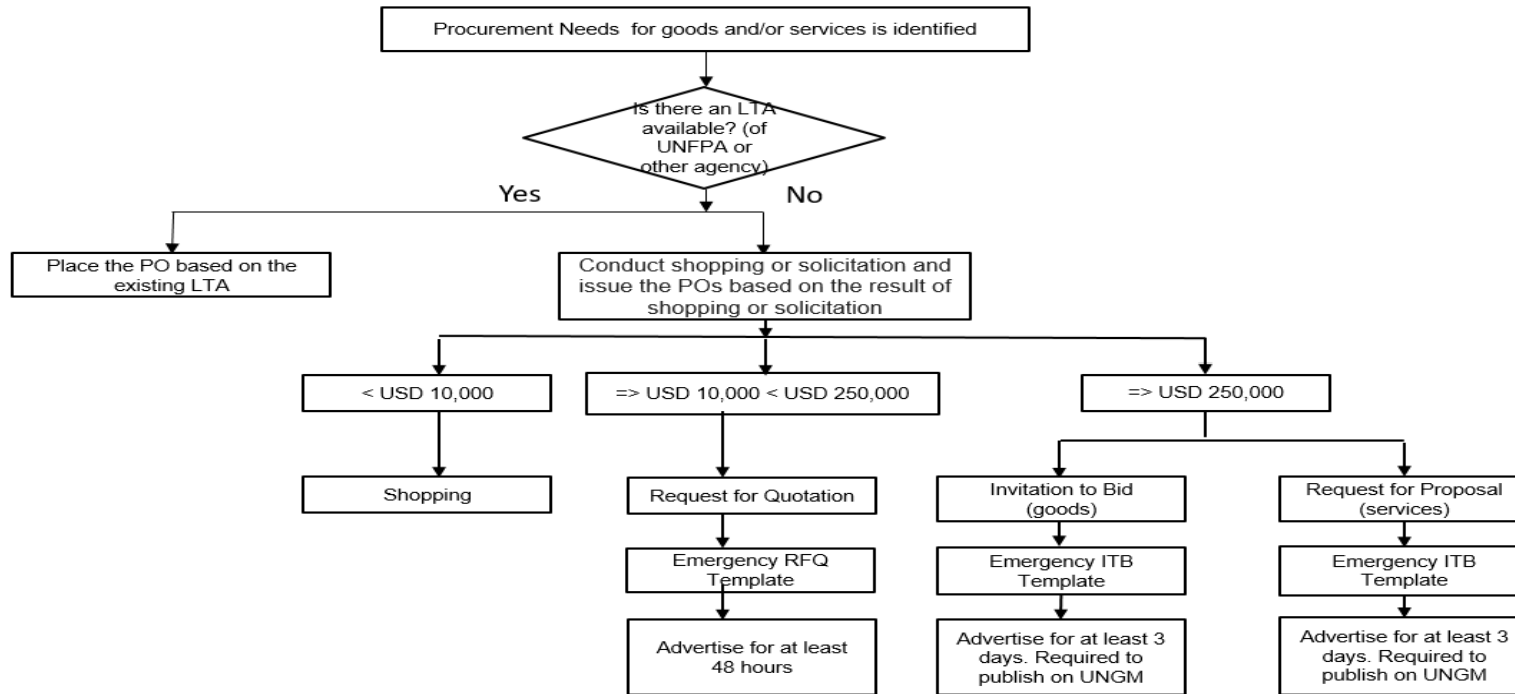
**C. Flow Charts for FTPs Procurement Component**

**1) Scale-Up situations**



Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

2) Situations where the scale-up protocol has not been activated



Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022



**D. Procurement Procedures under the FTPs Procurement component**

**1) Difference between Regular Procurement Procedures (RPP) and Procurement Procedures of the FTPs in situations where scale-up protocol has not been activated**

	Threshold, USD	Method	Contract Award	Comments
REGULAR	=< 5,000 for field offices (except regional offices)  <10,000 for regional offices	Shopping	CO budget owner	If possible, 3 quotations should be collected
	=> 5,000 < 100,000 for field offices (except regional offices)  => 10,000 < 100,000 for regional offices	RfQ	Head of the Office (Procurement Authority) (LCRC review required for amounts equal to or exceeding USD 50,000)	At least 3 offers should be sought. If this is not possible, the reasons for the non-competitive situation must be documented in writing. Open for at least 2 weeks.
	=>100,000	ITB/RFP	=> 100,000 < 200000 LCRC –Head of the Office (Procurement Authority) => 200,000 – CRC - CPO	Publish on UNGM. Open for at least 3 weeks. Follow thorough evaluation process.
EMERGENCY	< 10,000	Shopping	CO budget owner	If possible, 3 quotations should be collected
	=> 10,000 < 250,000	RfQ	Head of the Office	At least 3 offers should be sought. If this is not possible, the reasons for the non-competitive situation must be documented in writing. Open for at least 48 hours.
	=> 250,000 < 500,000	ITB/RFP	Head of the Office and Chief PSB. If no consensus between them => ECRC – CPO.	Bid doc to be published on UNGM. Evaluation of offers to be conducted in accordance with regular procurement procedures. Open for at least 3 days.
	=> 500,000		ECRC - CPO	

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

## 2) Procurement under Scale-Up Emergencies

	Threshold, USD	Method	Contract Award	Comments
<b>SCALE-UP EMERGENCY</b>	< 10,000	Shopping	CO budget owner	If possible, 3 quotations should be collected
	=> 10,000 < 250,000	RFQ	Head of the Office	At least 3 offers should be sought. If this is not possible, the reasons for the non-competitive situation must be documented in writing. Open for at least 8 hours. For procurements valued above 250,000 USD, if possible, the bid doc to be published on UNGM. Evaluation of offers to be conducted in accordance with regular procurement procedures.
	=> 250,000 < 500,000		Head of the Office and Chief PSB. If no consensus between them => ECRC – CPO.	
	=> 500,000		CPO through ECRC	

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**E. Quick Assessment of IP Procurement Capacity in Emergency Situations**

<b>ASSESSMENT OF IP PROCUREMENT CAPACITY IN EMERGENCY SITUATIONS</b>	
<b>IDENTIFICATION</b>	
Name of the organization whose (Emergency) Procurement guidelines are to be assessed	
IP Code	
Country Office/Regional Office/Headquarters Division (undertaking the assessment)	
Date of the assessment	
Name of UNFPA staff in charge of the assessment	

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

<b>Type of Organization</b>			
Government			
Local NGO			
International NGO			
Intergovernmental agency			
Academic Institution			
Other			
<b>ASSESSMENT</b>			

Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

UNFPA

Subject area	Yes/ No	Remarks/comments	Risk Assessment (High, Moderate, Low)
1. Does the IP have written procurement policies and procedures?			
2. Does the IP require written or system authorizations for purchases? If so, evaluate if the authorization thresholds are appropriate?			
3. Does the IP obtain sufficient approvals before signing a contract?			
4. Does the IP follow a well-defined process for sourcing suppliers? Do formal procurement methods include wide broadcasting of procurement opportunities?			

Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

5. Does the IP follow a well-defined process to ensure a secure and transparent bid and evaluation process? If so, describe the process.			
6. When a formal invitation to bid has been issued, does the IP award the contract on a pre-defined basis set out in the solicitation documentation taking into account technical responsiveness and price?			
<b>Overall Risk Assessment</b>			
<b>RISK SCALE</b>			
High – Response to question indicates a risk to the effective functioning of the IP’s control framework that has a high likelihood of a potential negative impact on the IP’s ability to execute the procurement component.			
Moderate – Response to question indicates a risk to the effective functioning of the IP’s control framework that has a moderate likelihood of a potential negative impact on the IP’s ability to execute the execute the procurement component			

Effective date of policy: January 2012  
 Revision 1: August 2015  
 Revision 2: November 2020  
 Revision 3: 21 September 2022

Low – Response to question indicates a low risk to the effective functioning of the IP’s control framework and a low likelihood of a potential negative impact on the IP’s ability to execute the execute the procurement component	
<b>GUIDE FOR DECISION MAKING</b>	
<b>Parameter/ conditions</b>	<b>Decision making authority</b>
All questions are answered with 'YES' and the overall risk assessment is Low/ Moderate	Head of office
All questions are NOT answered with 'YES' and/or the overall risk assessment is High	Head of the office in consultation with the Chief of Procurement Services Branch

**VI. Risk Control Matrix**

The risk-control matrix summarizes key risks inherent to the processes within the scope of the FTPs, the applicable first line of defense controls, the personnel responsible for their application, as well as the second line of defense controls to be performed under the responsibility of headquarters units, regional offices and country offices. The risk-control matrix can be accessed [here](#).

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**Annex I: FTP Activation Confirmation Form for Scale-Up Emergencies****Scale-Up Emergency Country Office:** \_\_\_\_\_**Activation period:** From \_\_\_\_\_ (date) until it is no longer considered a Scale-Up emergency**Activation components** (please fill in details for the operational scope under question #4) Finance    Human Resource    Emergency Procurement**1. Is UNDP FTP activated?**  YES    NO

(if NO, please inform the UNDP country office that UNFPA is requesting activation of its own FTPs and share a copy of the FTPs once approved)

**2. Scope of FTP application: The FTPs will be applied across the following programmatic and geographical scope:** To be applied to entire UNFPA country programme (*in case of a crisis affecting the entire country*)*OR* To be applied to a specific set of workplans within a specific geographical area in the country (localized crisis) If selected, please explain below:\_\_\_\_\_  
\_\_\_\_\_**3. UNFPA response plan enclosed?**  YES    NOEffective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022



**4. Scope:**4.1  **Finance** (if checked, complete 4.1.1 - 4.1.4 below)

4.1.1 Please specify components below:

- Urgent disbursements
- Petty Cash
- Cash disbursements (if checked, complete 4.1.2 below)
- Cash transfers to IPs (if checked, complete 4.1.3 below)
- Programme supplies (if checked, complete 4.1.4 below)

4.1.2 Expected nature and estimated amount of cash disbursements to be conducted through UNFPA cash custodians and reason why these cannot be processed through Payment Services Providers annexed or attached to email:  YES  NO (if NO, please ensure this information is provided within 48 hours)

4.1.3 Expected amount of cash transfers to restricted IPs (i.e., IPs assessed as high risk, with aged OFA balances or qualified IP audits) annexed or attached to email:  YES  NO (if NO, please ensure this information is provided within 48 hours)

4.1.4 Programme supplies distribution plans, summary of planned logistical arrangements, and brief description of inventory control and monitoring procedures to be put in place by UNFPA and IPs annexed or attached to email:  YES  NO (if NO, please ensure this information is provided within 48 hours)

4.2  **Human Resource** (if checked, complete 4.2.1 below)

4.2.1 Human Resource plan (mandatory if HR component requested) annexed or attached in email:  YES  NO (if NO, please state the reason for delay, and guarantee submission within 48 hours)

4.3  **Procurement** (if checked, complete 4.3.1 below)

4.3.1 Procurement plan (mandatory if EP component requested) annexed or attached in e-mail:  YES  NO (if NO, please state the reason for delay, and guarantee submission within 48 hours)

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**Country Office Submission:**

Signature<sup>39</sup> of country office head of unit: \_\_\_\_\_ Date submitted:

**Annex II: [FTP Activation Form for Situations Where the Scale-Up Protocol Has Not Been Activated](#)**

**Requesting Country Office:** \_\_\_\_\_

**Status of request:**

New Request       Modification of existing activation       Extension request

**Requested Activation period:** From \_\_\_\_\_ To \_\_\_\_\_ **(up to 6 months)**

**If extension:**

**Date and duration of request:** From \_\_\_\_\_ To \_\_\_\_\_ **(up to 6 months)**

**Previous extension, if any:** From \_\_\_\_\_ To \_\_\_\_\_

---

<sup>39</sup> Electronic signatures are accepted.

**1. Trigger for FTP activation:**

Natural disaster: \_\_\_\_\_  Armed Conflict  Complex Emergency: \_\_\_\_\_

**2. Is UNDP FTP activated?**  YES  NO (if NO, please inform the UNDP country office that UNFPA is requesting activation of its own FTPs and share a copy of the FTPs once approved)**3. Scope of FTP application:** The FTPs will be applied across the following programmatic and geographical scope:

To be applied to entire UNFPA country programme (in case of a crisis affecting the entire country)  
OR

To be applied to a specific set of workplans within a specific geographical area in the country (localized crisis) If selected, please explain below:

\_\_\_\_\_

\_\_\_\_\_

**4. Justification:** Please elaborate on the country context and reasons for FTPs activation. Also attach programming documents that describe the humanitarian context or special circumstances which require activation of the Fast Track Procedures, including (if relevant) the RC/UNCT engagement plan.**5. UNFPA response plan enclosed?**  YES  NO (if NO, please state the reason for delay, and guarantee submission within 48 hours)

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**6. Operational Scope:**

6.1  **Finance** (if checked, complete 6.1.1 - 6.1.4 below)

6.1.1 Please specify components below:

Urgent disbursements

Petty Cash

Cash disbursements (if checked, complete 6.1.2 below)

Cash transfers to IPs (if checked, complete 6.1.3 below)

Programme supplies (if checked, complete 6.1.4 below)

6.1.2 Expected nature and estimated amount of cash disbursements to be conducted through UNFPA cash custodians and reason why these cannot be processed through Payment Services Providers annexed or attached to email:  YES  NO (if NO, please ensure this information is provided within 48 hours)

6.1.3 Expected amount of cash transfers to restricted IPs (i.e., IPs assessed as high risk, with aged OFA balances or qualified IP audits) annexed or attached to email:  YES  NO (if NO, please ensure this information is provided within 48 hours)

6.1.4 Programme supplies distribution plans, summary of planned logistical arrangements, and brief description of inventory control and monitoring procedures to be put in place by UNFPA and IPs annexed or attached to email:  YES  NO (if NO, please ensure this information is provided within 48 hours)

6.2  **Human Resource (HR)** (if checked, complete 6.2.1 below)

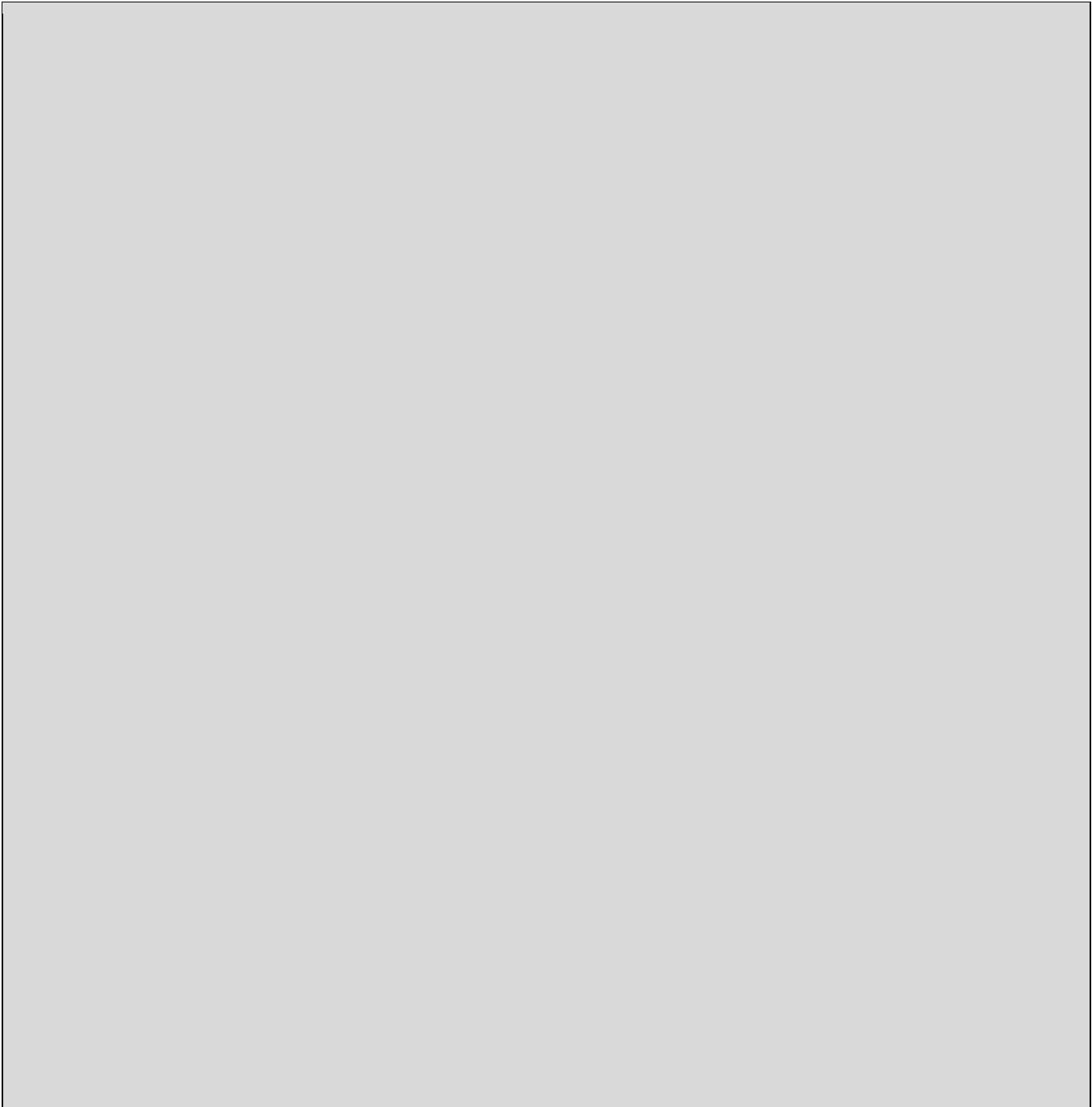
6.2.1 Human Resource plan (mandatory if HR component requested) annexed or attached in email:  
 YES  NO (if NO, please state the reason for delay, and guarantee submission within 48 hours)

6.3  **Emergency Procurement (EP)** (if checked, complete 6.3.1 below)

6.3.1 Procurement plan (mandatory if EP component requested) annexed or attached in e-mail:  
 YES  NO (if NO, please state the reason for delay, and guarantee submission within 48 hours)

*Please specify the reasons for activating selected components and the scope for each component*

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022



---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**7. In circumstances when an extension is required:**

Please provide a brief narrative on how your office plans to transition back to standard policies and procedures once FTPs activation expires

**Country Office Submission:**

Signature of country office head of unit:

\_\_\_\_\_ Date submitted:

**Regional Office Endorsement:**  Yes  No

Regional director signature:

\_\_\_\_\_ Date endorsed:

**Approved by DED (M)**  Yes  No

Signature: \_\_\_\_\_ Date:

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022

**Annex III: Fast Track Procedures Usage Reporting Form****Country Office:** \_\_\_\_\_**Is this report related to a Scale-Up emergency?** YES  NO**Reporting Period:****From:** \_\_\_\_\_ **To:** \_\_\_\_\_*(FTP activation approval date)**(last day of FTP activation)***Was this an extension?**  YES  NO**If yes, please indicate dates of initial activation period(s):****From:** \_\_\_\_\_ **To:** \_\_\_\_\_**1. Which section(s) of the FTPs were utilized?** **Finance:** (specify component used) Urgent disbursements Petty cash Cash disbursements Cash transfers to IPs Programme supplies **Human Resources** **Procurement**

Effective date of policy: January 2012

Revision 1: August 2015

Revision 2: November 2020

Revision 3: 21 September 2022

- 2. Did the FTPs help decrease the time needed to for recruiting personnel, procurement, or other finance operations with reference to normal procedures?**

YES     NO

If YES, please give examples /if NO, please explain why:

- 3. What risk mitigation measures did your office put in place to reduce risks associated with the flexibility in regular policies and procedures?**

- 4. Provide a brief summary indicating how the finance component of the FTPs was used, if this component was activated.** Explain the extent of use of: (i) petty cash; (ii) cash disbursements (and the related contractual arrangements); as well as (iii) the engagement of new implementing partners waiving capacity assessments; (iv) new facilities for the in-country storage of programme supplies; and (v) distribution of programme supplies using the PSDA modality. Please include any challenges encountered while using this component.

- 5. Provide a brief summary of the procurement undertaken vis-a-vis the procurement plan.** Please include all procurement, including justification for any planned procurement not completed, any additional procurement not included in the plan and a brief narrative on any issues encountered.

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022



**6. Provide a brief summary on the human resources vis-a-vis the approved human resource plan.**  
Please include any planned human resource elements not implemented, any additional hiring not included in the plan and a brief narrative on any issues encountered.

**7. What, if any, improvements to the FTPs would benefit your office.**

**Country Office Submission:**

Signature of country office head of unit: \_\_\_\_\_ Date submitted:

---

Effective date of policy: January 2012  
Revision 1: August 2015  
Revision 2: November 2020  
Revision 3: 21 September 2022