

Human Resources

[UNDP Global Fund Implementation Guidance Manual](#)

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Overview

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

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

HR During Start-up

Start-up team

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

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

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

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

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

These experts can be deployed as consultants in a timely manner to support the start-up team. For more information regarding the roster, please contact [Karen De Meritens](#). Additionally, Specialist and Expert UN Volunteers can be re-assigned or deployed on mission as surge capacity.

PMU structure and terms of reference

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

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

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

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

A growing number of PMUs are leveraging United Nations Volunteers (UN Volunteers) as an efficient and cost-effective way of mobilizing human resources needed for project implementation, including in Afghanistan, Guinea-Bissau, South Sudan, Zambia, and Zimbabwe, among others. Drawing from UNV's Global Talent Pool, these programmes benefit from the expertise of UN Volunteers in functions ranging from [medical and health service professionals](#) to engineers, ICT, M&E and procurement specialists. UNV and UNDP have developed a number of standard Descriptions of Assignment templates to support future deployments: [Finance Officer](#), [Monitoring and Evaluation Specialist](#), [Procurement and Supply Chain Management Specialist](#), [Civil Engineer \(health infrastructure\)](#). For more information on types of UNV profiles and how to

host a UN Volunteer, please see the [UN Volunteers section](#) of the Manual, which includes additional links to UNV guidance material.



Practice Pointer

As part of the PR Capacity Assessment Tool that the Global Fund requires COs to complete during grant-making, COs are often required to submit the PMU structure and TOR for review by the Local Fund Agent (LFA). For further guidance on other components of the start-up process, please refer to the [start-up section](#) of the Manual.

HR During Grant Implementation

UNDP recruitment and selection procedures

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

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

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

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

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

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

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

Each recruitment and selection should include the basic steps:

- An approved, budgeted and classified post;
- An up-to-date job description describing the key functions, competencies, impact and requirements of the post, responsibilities, academic qualifications, work experience and language requirements;
- A vacancy announcement uploaded on to the UNDP job website;

- A competitive job-specific assessment of skills, demonstrated competencies, relevant qualifications and performance of candidates in relation to the predefined requirement for the post; and
- A competency-based interview for which the panel comprises a minimum of three panellists, one of which is from outside the Hiring Unit.

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

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

UNDP Global Fund/Health Implementation Team engagement in PMU recruitment

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

- **Procurement and Supply Management (PSM) [1]** –involved in developing the JD, the shortlisting and interview process;
- **Programme Manager [2]** – involved in developing the JD, the shortlisting and interview process; and
- **Finance Specialist [3]** – involved in developing the JD, the shortlisting process and interview panel.

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

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

Dynamic needs

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

For periods during the grant life cycle when there is increased demand (e.g. preparation of Progress Updates/Disbursement Requests), the PMU can be supplemented by consultants and/or staff on detailed assignments. Depending on the timeframe, the recruitment of short-term (three months) UN Volunteers may also be considered to augment capacities. The Global Fund/Health Implementation Support Team's roster of qualified experts can be utilized to

identify and quickly deploy the required expertise. If you require any additional support, please contact the UNDP Global Fund/Health Implementation Support Team.

Performance management & development (PMD)

Striving for excellence in the work we do and strengthening performance of staff is key for UNDP. The PMD process aims to build a strong high-performance culture where individual staff members, managers and teams take responsibility for the achievement of UNDP's vision and attainment of its results in the most effective and efficient way. The PMD policy applies to all staff members holding Permanent (PA), Fixed-term (FTA) and Temporary Appointments (TA). The relevant guidance is available on the [PMD Support Site](#).

Mandatory trainings

UNDP has several mandatory learning programmes which aim at reinforcing organizational values. The mandatory courses provide compliance-learning in topics that include environmental sustainability, security, fraud and corruption awareness, prevention of harassment and sexual exploitation, gender equality, UNDP's legal framework, ethics and integrity, and human rights. UNDP personnel holding FTA, TA, PA, and SC contracts must complete all the mandatory courses. Consultants and Interns are expected to complete the BSAFE security training programme. Newly recruited staff will be given one month upon taking up their functions to complete the mandatory courses. The courses should take 2 to 6 hours each to complete and are available on [UNDP's Talent Development Site](#).

UNDP staff resources

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

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

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

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

HR During Grant Closure

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

- Production of final financial and programmatic reports;
- Ensuring sound management of supply chain of remaining health products;
- Transfer, liquidation, or return of assets (cash assets);

- Settling liabilities with the Global Fund; and
- Ensuring commitments have been fulfilled, cancelled or assumed by other funding source(s).

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

Expert Rosters

To strengthen its efforts to effectively support the human resource needs of Country Offices (COs) and Regional Service Centres (RSCs) managing Global Fund and other health programmes, the UNDP Global Fund/Health Implementation Support Team has established two expert rosters: **1) [Roster for Technical Experts in HIV, Health and Development Support](#)**; and **2) [Health Procurement and Supply Chain \(PSM\) Roster](#)**.

The Roster for Technical Experts in HIV, Health and Development Support comprises the following 14 areas of expertise:

1. Programme Management;
2. Monitoring and Evaluation;
3. Capacity Development and/or Transition and Sustainability Planning;
4. National Strategic Plan/Policy (for HIV, TB and/or malaria, NCDs, tobacco control), and funding Proposals development;
5. Financial Management;
6. Prevention and Control of Non-communicable disease;
7. Addressing the Social, Economic and Environmental Determinants of Health;
8. Health Emergencies;
9. Rights, Laws, Key Populations;
10. Treatment Access;
11. Gender, Equality and Empowerment of Women and Girls;
12. SOTIESC/LGBTI and Inclusive Development;
13. Communications Support; and
14. Videography and Photography.

The [Health PSM Roster](#) comprises the following 16 areas of expertise:


1. PSM quantification, forecasting, budgeting and planning experts;
2. Quality Assurance experts (Model Quality Assurance System for procurement agencies - MQAS, Good Manufacturing Practices - GMP, Quality Control - QC);
3. Design of Health PSM strategies and systems experts;
4. Evaluation and risk assessments of health supply chains experts;
5. Health products related procurement process experts;
6. Logistics Management Information System (LMIS) experts;
7. Pharmaceutical regulatory experts;
8. Laboratory supplies experts (Rapid Diagnostic Tests, reagents, laboratory equipment);
9. Medical devices and supplies experts (consumables and medical equipment);
10. Health supply chain infrastructure experts;

11. PSM capacity development and training experts;
12. Good distribution and storage practices experts;
13. X-ray, scanning and radiological equipment experts;
14. Sustainable energy experts;
15. Waste Management experts; and
16. Biological products experts.

When there is a need for expertise in any of the above-mentioned areas, COs/RSCs are asked to submit a request that includes the following: 1) specific terms of reference (TORs) to which the experts on the roster can be matched; 2) start date and duration of the assignment; and 3) the source of funding, funds available and expected budget for the assignment.

As the processes for use of the Health PSM Roster and Roster for Technical Experts in HIV, Health and Development Support differ, please refer to the respective guidelines/standard operating procedures (SOPs) for roster management information and detailed instructions.

For both rosters candidates are engaged by UNDP through the Individual Contract (IC) modality and deployed to work in any of UNDP COs, RSCs, HQ locations, with national counterparts, and/or to work remotely, if needed. Selected candidates are selected based on competencies and value for money principles and can be contracted and deployed to provide specific technical advice and short-term consultancies for periods normally not exceeding 12 months.

 Practice Pointer	<p>As evaluation of the performance of roster experts is a critical component of successful roster maintenance, COs are asked to complete an evaluation of each IC at the conclusion of their assignment. Two performance evaluation templates are available for the Roster of Technical Experts in HIV, Health and Development Support and the Health PSM Roster respectively.</p>
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UN Volunteers

UNV deploys over 7,500 UN Volunteers each year with approximately 40 sister UN entities in over 140 countries, as well as 15,000 online volunteers. Numerous UNDP-supported Global Fund programmes have benefited from the engagement of UN Volunteers, who bring both specialized expertise and, in many cases, local knowledge and links to communities.

UNDP has benefited from the support of UN Volunteers across a range of functions pertaining to its health implementation portfolio. With the intensive need for specialized expertise entailed in the management of Global Fund grants in particular, coupled with resource and capacity constraints that characterize many operational contexts, engaging UN Volunteers may prove a cost-effective and flexible option for UNDP Programme Management Units (PMUs) to address human resource gaps.

UNV offers a global talent pool with over 300,000 profiles of well-qualified volunteer candidates; a legal framework for engaging UN Volunteers that comprises conditions of service and the UNV

code of conduct; a diverse set of volunteer categories, and a comprehensive package of benefits and entitlements to candidates. The global talent pool is cultivated by special calls to boost the number of candidates in priority and emerging areas for UN partners, including in monitoring and evaluation, as well as rapid response solutions to global health emergencies.

Health is among the top 10 areas of expertise currently represented in UNV's global talent pool. More broadly, UNV maintains a significant number of candidates in the roster with expertise in programmatic and policy areas that are relevant to the profiles required for PMUs, such as experts in finance, M&E, programme management, procurement, human rights, and health service delivery. Examples of relevant UN Volunteer assignments with UNDP and other UN agencies are included below:

- **Finance:** Finance Officers with [UNICEF in Uganda](#) and [WFP in Guatemala](#)
- **Procurement:** [Joint Procurement Coordinator for the UN in Malawi](#)
- **M&E:** [Monitoring, evaluation and reporting officer](#) with UNDP in Myanmar, [UN Volunteer Evaluation Specialist](#) in UNDP's Regional Bureau of Arab States, [HIV/AIDS Training/Monitoring and Evaluation Officer](#) with UNMIL in Liberia
- **Programme officers:** [HIV/AIDS programme officer in UNICEF's Latin America and the Caribbean Regional Office](#), [Planning and Management Officer](#) with UNICEF in Ethiopia
- **Medical professionals:** UN Volunteers supporting [health systems in South Sudan and Mauritius](#), [primary healthcare in Trinidad and Tobago](#), and medical professions with [various UN partners](#)
- **HIV/TB:** [UNAIDS in Nepal](#), [UNMIL in Liberia](#), [UNAMID in Sudan](#), [promoting HIV awareness in India](#), [UNAIDS in Lao](#)
- **Human rights and health:** response to [GBV in West and Central Africa](#), support to promote [sexual and reproductive rights in South Africa](#), providing healthcare to [stigmatized groups](#)
- **Assignments in crisis settings:** [Public Health Officers with Syrian refugees](#) and the [Rohingya crisis in Bangladesh](#)

Factors to consider in selecting to leverage UN Volunteers

When determining whether to engage a UN Volunteer for an assignment and which type of UNV modality to utilize, the PMU should consider the following factors:

- **Added value to the portfolio**
 - **Local capacity:** Compared with other UN personnel, national UN Volunteers add value with their knowledge of local languages, cultural, social and economic characteristics, and their capacity to work at the local level. National UN Volunteers are particularly well-placed to nurture capacities at the community level, fostering local ownership and sustainability.
 - **Diversity of experiences:** In some cases, an international Specialist or Expert UN Volunteer (IUNV) may prove a cost-effective option of complementing PMU teams comprised mainly of national staff. In one UNDP Country Office, the PMU noted that bringing on board an international staff as an international UN Volunteer contributed to enhanced managerial and oversight experience within a key function for the team. Additionally, PMUs can engage national or international UN Youth Volunteers, which can bring in a valuable skillset and perspective for health programmes. There may also be

opportunities to host UN Volunteer positions for persons with disabilities in situations where the Country Office has mechanisms in place to provide the appropriate support.

- **Support with community integration:** Community UN Volunteers can play a significant role in health service delivery, particularly in helping to stop and prevent health emergencies, by reaching out to people, including those marginalized or difficult to reach. Many of the SDGs call for long-term attitude and behaviour changes, and this is what volunteers facilitate by raising awareness or championing those changes at the local level. This includes debunking myths and misconceptions around critical health issues.

Addressing capacity gaps of national counterparts through UNV



Practice
Pointer

In addition to addressing human resource needs within PMUs, UNDP can support national counterparts to engage UN Volunteers. In Kiribati, UNDP's engagement with UNV in support of the UNDP-managed Western Pacific regional Global Fund grant was prompted by government demand. Following the resignation of its TB programme coordinator, the Ministry of Health (MoH) faced a critical staffing gap in a country with one of the highest TB burdens in the world. UNDP shared its positive experience with the MoH from engaging a [UN Volunteer Medical Specialist in Tuvalu](#) under the Western Pacific programme, in addition to its recruitment of a UN Volunteer Finance Specialist in Suva. The MoH subsequently requested UNDP's support to recruit a UN Volunteer TB Specialist, as a means of ensuring sufficient medical expertise on TB in the ministry amidst staff turnover challenges.

- **Recruitment timeline and urgency**

The standard recruitment process for an International UN Volunteer generally takes in the range of 4-12 weeks from the approval of the Description of Assignment (DoA) until arrival at the duty station. This timeframe is reduced to 4-8 weeks for National UN Volunteers. The recruitment timeline varies, however, based namely on three factors:

1. The **availability of talents required** and the chosen UN Volunteer modality. If the DoA is for a more specialized profile that does not already exist in the Global Talent Pool, for instance, then UNV may have to advertise the position for a couple of weeks to source the appropriate candidate. Recruiting an international UN Volunteer may also take longer than a national one, as additional steps such as visa processing times and international re-locations must also be factored in.
2. **Turn-around time for the host agency** to provide the necessary input into the process (e.g. arranging interviews, completing interview reports).
3. **Candidate-specific factors**, such as the length of time it takes to be granted a visa, medical conditions that prolong the medical clearance process, or if the candidate has a notice period with a current employer.

If the recruitment lead time for a given assignment is very short, such as in the context of surge support for a grant transition process, the PMU might consider a detail assignment

or short-term consultant more appropriate than recruitment of a UN Volunteer. In special circumstances, UNV offers a fast-track recruitment process that provides more flexibility, making some steps optional (e.g. interviews) to shorten the process. Given the value of the full competitive selection process, however, this fast-track option is reserved for situations where the need for a faster process is justified, such as in emergency-related deployments.

- **Level of specialized expertise required:** There are [several categories of UN Volunteers](#) that could support PMUs and Global Fund project implementation.
 - [International Specialist UN Volunteers](#) are typically professionals with specialized knowledge, bringing at least two years of experience to their assignments. They are at least 25 years of age, come from all walks of life and a wide range of professional backgrounds.
 - [National Specialist UN Volunteers](#) are at least 22 years of age, are nationals of the host country (or refugees and stateless persons with legal status in the country), and normally recruited locally. They often live and work in their own communities and have at minimum a high school diploma. Some assignments require national UN volunteers to have professional and technical skills and a bachelor's degree or equivalent professional experience. Other assignments require UN Volunteers who can bring a strong community connection, local knowledge and networks.
 - [UN Youth Volunteers](#) are between 18-29 years of age and may be engaged for national and international assignments. [UN University Volunteers](#) are a special segment of UN Youth Volunteers who are current university students, or recent graduates. UN Youth Volunteers and UN University Volunteers have demonstrated their commitment to global peace and sustainable development through academic, extra-curricular and volunteer activities and/or up to two years of remunerated work experience.
 - [UN Community Volunteers](#): UN Community Volunteers are at least 18 years of age, work where they live on projects that impact their own community. UN Community Volunteers are deployed in large numbers from the communities where they will be serving, bringing direct impact and resilience building to UN initiatives. Combined with the expertise of international and national UN Specialist Volunteers, there is great potential to transfer knowledge and build capacity at the local level.
 - Expert UN Volunteers are seasoned professionals with deep experience in their profession. They have at least 15 years of relevant professional experience and a masters' degree. This is a new category with a smaller talent pool available, including retirees.
 - [UN Online Volunteers](#) conduct assignments via the Internet, such as projects related to writing and editing, research, translation, outreach and advocacy, and technology development. Online Volunteers are over 18 and include professionals, students, retirees, homemakers, people with disabilities and expatriates from across the globe.
- **Duration of the assignment:**
 - **International and National Expert UN Volunteers** are deployed from one month, and up to four years.
 - **International and National Specialist UN Volunteers** are deployed for a minimum period of three months, and up to four years.
 - **UN Youth Volunteers** may be engaged for assignments up to two years. UN University Volunteers serve on assignments of 3-6 months.
 - **Community UN Volunteers** are deployed from one month, and up to four years,

- **On-line volunteers** can be deployed from one week, to up to six months (dependent on the task requirements).
- **Cost:** In most cases, the host entity (i.e. the UNDP Country Office) fully covers the cost of a UN Volunteer. The pro forma cost varies depending on the volunteer modality selected, ranging from US\$11,100-\$67,000. The 2020 proforma costs by country for International UN Volunteers can be found [here](#), and the costs for National UN Volunteers [here](#). These include the cost of UN Youth, UN University, and International UN Expert Volunteers. It should be noted that the cost of employing a national UN Volunteer is significantly lower than an International Volunteer. The UN Online Volunteering service is now free.

In some cases, the cost of the UN Volunteer may be partially or fully funded by donor resources. In 2018, around 7 percent of all UN Volunteers were fully funded by donors. UNDP hosted the largest portion of these, hosting about 49 percent of the fully-funded UN Volunteers. Donor-sponsored assignments are generally specific to certain thematic and/or geographic priority areas. Common focus areas include gender, human rights, peace, and environment, with less focus on operational assignments. Donors also often opt for positions with an element of capacity development. One strategy could be for a Country Office to pair a fully-funded International UN Volunteer with some UNDP-funded national UN Volunteers to facilitate skills transfer and contribute to a multiplier effect from the donor-sponsored assignment. It should be noted that some donors will not fund assignments in high-risk security settings.

PMU experiences with UNV

A number of PMUs have engaged UN Volunteers across a range of functions, with notable benefits:

"I think UNV is an excellent modality. It adds cultural diversity to the team and gives a chance to the local staff to be exposed to experiences from other countries. We also receive a lot of appreciation from host countries, as UN Volunteers are usually highly-educated and experienced people bringing a lot of added value."

"The UNV modality works well in contexts when specific expertise is required that is missing in the host country or host agency, including in ministries of health. Low income and remote countries will find UNV help particularly beneficial."

– Programme Manager, Western Pacific Grant

"I knew I could get a competent international UN Volunteer for this assignment. In contexts such as Afghanistan where the cost of operation is high and in the current context of declining funding, engaging international UN Volunteers



Practice
Pointer

results in cost efficiency, especially for the PMU budget. This is well received by both the Global Fund and Country Coordinating Mechanism."

"The assignment required key technical skills and expertise. I already had three national staff in the section so having an international within the team brought on board added experience, including a managerial and oversight function."

– Programme Manager, Afghanistan

To be put in touch with another PMU that has recruited a UN Volunteer for a specific assignment, please contact the Global Fund/Health Implementation Support Team (GF/HIST).

The process to recruit a UN Volunteer

UNV provides end-to-end support for the recruitment and administration of UN Volunteers. This includes:

- Helping to identify appropriate volunteer assignments;
- Outreach and identification of candidates that match the assignment's requirements;
- Issuing an offer to the candidate the host unit selects and concluding the contractual arrangements with the volunteers;
- Ensuring medical and other clearances are in place;
- Providing dedicated in-person training to UN Youth Volunteers and access to a learning eCampus to all UN Volunteers;
- Administering assignment-related payments, benefits and entitlements; and
- Providing post-assignment career advice.

If interested in hosting a UN Volunteer, the Country Office should undertake the following steps:

1. Reach consensus

Prior to the initiation of the UNV recruitment process, the Country Office should discuss the potential for a UN Volunteer recruitment with respective Global Fund or government counterparts. GF/HIST is available to support with this consultation and advise if the UN Volunteer modality is the most suitable based on the context. To facilitate consensus with partners, sharing experiences of UNV engagement from other Country Offices has proven an effective means of sensitizing Ministries of Health and other partners on the unique value that UN Volunteers bring to Global Fund programmes and national capacity building efforts.

2. Contact a UNV representative

Where UNV has a field presence, it is best to reach out directly to the UNV Field Unit of the country where the Volunteer is expected to serve. Contact details are available [here](#).

For countries where there is no UNV Field Unit, or if you do not know who the focal point is, you can reach out to your respective Regional Office manager as indicated below:

- Asia and the Pacific: Ms Shalina Miah, shalina.miah@unv.org
- Arab States and Eastern Europe and CIS: Mr Jason Pronyk, jason.pronyk@unv.org
- East and Southern Africa: Mr Njoya Tikum, njoya.tikum@unv.org
- West and Central Africa: Ms Veronique Zidi-Aporeigah, veronique.zidi-aporeigah@unv.org
- Latin America and the Caribbean: Ms Hilda Paparoni, hilda.paparoni@unv.org
- Europe and Central Asia: Mr Dmitry Frischin, dmitry.frischin@unv.org

Alternatively, an expression of interest to host a UN Volunteer can be directly submitted through the UNV website [here](#).

Opportunities for donor-funded assignments are communicated to Country Offices through UNV Field Units, or regional offices. The calls for applications to host a donor-funded UN Volunteer will detail the eligibility requirements and types of positions that will be given priority. Country Offices should therefore liaise closely with UNV focal points in country to be kept informed of relevant opportunities.

3. Define your needs, draft the corresponding Description of Assignment (to be approved by UNV) and secure/confirm funding

Based on the requirements and most suitable UN Volunteer modality (see section above), you will complete the standard DoA templates for [national UN Volunteer](#), [international UN Volunteer](#), or [UN Youth Volunteer](#) assignments. GF/HIST and UNV have developed a set of generic DoA templates for the following common profiles leveraged by PMUs, which should be adapted based on the specific context: [Finance Specialist](#), [Monitoring and Evaluation Specialist](#), [Procurement and Supply Chain Management Specialist](#), [Civil Engineer \(Health Infrastructure\)](#). Please liaise with your local or regional UNV focal point to ensure that your DoA meets the requirements and format. GF/HIST can support to define the scope of work, review draft DoAs, and share example DoAs from other Country Offices. It is also important to involve the relevant GF/HIST technical person (procurement and supply chain management, M&E, finance, etc.) in the recruitment process.

4. Engage in the recruitment process by reviewing the profiles of 3-5 shortlisted candidates – including at least 1-2 women – who meet your requirements

Further to the submission of a detailed DoA, proactive follow-up and strong communication with your UNV counterpart at this stage will help to ensure that the specificities and priorities for the assignment are taken into consideration during the long-listing process. Clear communication of

needs with the UNV Field Unit at the outset can also provide an indication of the availability of relevant candidates in country and the appropriate recruitment modality.

While the UNV Global Talent Pool tends to have an abundance of profiles relevant to PMU needs, such as finance, M&E, and medical expertise, the availability of specialized expertise among national candidates may differ significantly across countries. If UNV cannot source enough candidates to match a specialized DoA, there may be a need to advertise the position for an extended period or re-advertise it as an international post.

5. Select the most suitable candidate through a desk review, technical test and/or interview. To facilitate a speedy recruitment process, Country Offices should prioritize the interviews and finalization of the interview report. The interview panel should likewise reinforce the required timeframes to candidates to ensure that they submit all paperwork in a timely manner. After you have made your selection, inform the UNV Field Unit of your decision

6. Wait while UNV makes an offer to the candidate, concludes contractual arrangements, ensures medical and other clearances as appropriate and helps the UN Volunteer prepare for travel to the duty station

Note that this process will likely take longer for international candidates in light of visa and re-location processes. For international UN Volunteers requiring a visa, the UNDP office may be required to support.

7. Prepare for the arrival of the UN Volunteer – this may include ensuring the availability of a work space and computer; preparing induction and making supervisory or other arrangements that will enable the UN Volunteer to complete the assignment successfully

Once the UN Volunteer is on board, an important aspect of the assignment includes ensuring adequate support and capacity development. UN Volunteers receive US\$500 per year specifically for trainings. The Country Office should help the Volunteer to identify relevant training opportunities, whether within UNDP or externally, and contact the local UNV Field Unit for additional guidance and ideas.

For additional guidance and resources related to hosting a UN Volunteer, please visit the [UNV website](#).