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United Nations  
Development Programme**

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FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

REVISED BUDGET ESTIMATES FOR THE BIENNIUM 1984-1985

Organization Handbook

Note by the Administrator

In accordance with Governing Council decision 83/21, operative paragraph 7, the Administrator hereby transmits to members of the Council the UNDP Organization Handbook.

# ORGANIZATION HANDBOOK

## PREFACE

1. This Handbook presents the current organizational structure of the United Nations Development Programme and its associated funds. It contains a description of the overall responsibilities attributed to the units of the organization and a definition of their functions. This Handbook will be revised as the organization evolves in response to changing needs.
2. UNDP was established by the General Assembly in resolution 2029 (XX) of 22 November 1965, on the recommendation of the Economic and Social Council in resolution 1020 (XXXVII) of 11 August 1964 which called for a merger of the United Nations Special Fund and the Expanded Programme of Technical Assistance. The merger became effective on 1 January 1966. The General Assembly established a single inter-governmental committee, the Governing Council of UNDP. The provisions of General Assembly resolution 2688 (XXV) of 11 December 1970, known as the Consensus, established the system of programming in force today.
3. UNDP is a field oriented organization. Its activities are implemented by 115 field offices, a headquarters in New York, and Governments participating in the Programme (see Chapter III, section 3400). The staff at UNDP headquarters assists the Administrator in securing his full accountability for the Programme, in providing policy guidance for the Programme, and in supporting the field offices in their work. The vast majority of the activities of UNDP and about 86 per cent of its staff are in the field. The field network of the organization provides the necessary framework to support the Programme in partnership with Governments and participating organizations of the United Nations system.
4. The first two chapters of this Handbook contain a description of the organization and the responsibilities and functions of the Governing Council, the Administrator and his immediate office. The third chapter includes an analysis of the activities undertaken at the field office level. The fourth to the sixteenth chapters contain a description of the responsibilities and functions of headquarters, that have been established to best serve the Programme in the light of the activities undertaken at the field office level.
5. A list of abbreviations is provided in annex I and explanations of the format and definitions of the three principal parts of each chapter: organization; overall responsibility; and functions are contained in annex II.

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## CHAPTER I

### THE UNITED NATIONS DEVELOPMENT PROGRAMME

#### 1100 INTRODUCTION

1. The United Nations Development Programme (UNDP) is a subsidiary organ of the United Nations General Assembly. It is administered under the authority of the Economic and Social Council and the General Assembly; and it is composed of a Governing Council and an Administrator and his staff, most of whom are assigned to the field network through which development assistance is rendered.
2. The General Assembly sets the overall policy of UNDP. The Economic and Social Council is responsible for the formulation of the general rules and principles which govern the administration and operations of UNDP.
3. The Economic and Social Council reviews the operations and activities of UNDP on the basis of reports submitted to it annually by the Governing Council. The Economic and Social Council transmits the reports of the Governing Council, together with its own comments, to the General Assembly.



## 1200 THE GOVERNING COUNCIL

### 1.0 Organization

The Governing Council is composed of representatives of forty-eight States.

#### 1.1 Election of members and composition

1. The members of the Governing Council are elected by the Economic and Social Council from among Member States of the United Nations, Specialized Agencies, and the International Atomic Energy Agency. The General Assembly has specified that there should be an equitable and balanced representation of the economically more developed countries on the one hand, having due regard for their contribution to UNDP, and of the developing countries on the other hand, taking into account the need for suitable regional representation. Members are elected in accordance with the following allocations:

27 seats are filled by the developing countries:

- 11 seats for African States;
- 9 seats for Asian States and Yugoslavia;
- 7 seats for Latin American States.

21 seats are filled by the economically more advanced countries:

- 17 seats for Western European and other States;
- 4 seats for Eastern European States.

2. The United Nations classification determines which States are in which region, and due consideration is given at all times to adequate subregional representation in each group.

3. Members are elected for three-year terms, and retiring members are eligible for re-election. One-third of the membership is elected each year.

1200 (continued)

1.2 Voting and attendance

1. Rules 24 through 29 of the Governing Council Rules of Procedure (DP/1/Rev.4) provide for a voting procedure. In practice, decisions of the Council are adopted traditionally by consensus.

2. The following may send representatives to meetings of the Governing Council: (These representatives do not have the right to vote, but may participate in the Council's deliberations)

- Member States of the United Nations, Specialized Agencies and the IAEA who are not members of the Governing Council may attend meetings as observers at the invitation of the Council;
- The United Nations, Specialized Agencies, IAEA, UNCTAD, UNEP, UNIDO, UNICEF, UNHCR and WFP may send representatives of their respective secretariats to meetings;
- Other bodies including regional banks, national liberation movements, and other inter-governmental or non-governmental organizations may be invited by the Council to attend meetings on questions of concern to them.

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1200 (continued)

1.3 Procedures

1. The Council meets in regular session once a year in June. Regular sessions are held alternately at United Nations Headquarters, New York, and at the Geneva Office of the United Nations unless the Council decides to meet elsewhere. An organizational meeting is held in February to elect the Council's bureau and to consider other organizational matters. The Bureau is composed of the President and four Vice-Presidents of the Council. The President is elected with due regard to the principle of geographical rotation.
2. Extraordinary sessions of the Council may be convened. Short sessions may be held by the Council, immediately before or after regular sessions, to discuss specific matters whenever required.
3. A short part of each annual session is held at a high, senior policy-maker level in order to provide the necessary dynamism to technical co-operation activities carried out under the Council's supervision.
4. The Council has established a Budgetary and Finance Committee. This Committee considers all financial and administrative questions before the Council and advises the Council on the financial implications of all draft decisions before the Council.
5. The Council has also established an in-session Working Group for the purpose of formulating and/or finalizing decisions on items referred to it for the ultimate adoption of such draft decisions by the Council.
6. In addition, the Council may set up committees and refer to them any questions within its terms of reference for study and report, e.g. the Intersessional Committee of the Whole.
7. Arabic, Chinese, English, French, Russian and Spanish are the official languages of the Council. The documentation for the Council is produced in all official languages. The country programme documents are produced only in English, French and Spanish, the Council's working languages.

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1200 (continued)

2.0 Overall responsibility

1. In accordance with General Assembly resolution 2688 (XXV) on the capacity of the United Nations Development System, the responsibilities of the Governing Council are recognized as:

- Policy formulation;
- Determination of programme priorities;
- Review of implementation in planning and practice.

These responsibilities relate to the following entities a/ under the guidance and supervision of the Council:

- United Nations Development Programme
- United Nations Capital Development Fund
- United Nations Sudano-Sahelian Office
- Special Measures Fund for Least Developed Countries
- United Nations Trust Fund for Colonial Countries and Peoples
- United Nations Volunteers programme
- United Nations Special Fund for Land-locked Developing Countries
- United Nations Revolving Fund for Natural Resources Exploration
- UNDP Energy Account
- United Nations Fund for Population Activities b/
- United Nations Trust Fund for Operational Programme in Lesotho c/
- United Nations Trust Fund for Operational (OPEX) Personnel to Swaziland c/

2. The Governing Council receives reports from the Administrator on co-operation between UNDP and the United Nations Financing System for Science and Technology for Development (UNFSSTD).

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- a/ Characterized by the individual resources which are allotted to them at the Annual Pledging Conference.
- b/ UNFPA operates under its own financial regulations and submits its own budget estimates. UNFPA is not included in the scope of this Handbook.
- c/ Not allotted at the Annual Pledging Conference. These programmes are financed by the Government of Sweden.

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1200 Subsection 2.0 Overall responsibility (continued)

3. The Council is responsible for ensuring that resources are employed with optimum effectiveness in the task of assisting recipient countries in their development. The Council is responsible for the overall financial policy of the programmes and funds under its guidance.

4. The Governing Council also provides general policy guidance and direction to the United Nations regular programme of technical assistance (activities financed under the regular budget of the United Nations).

3.0 Functions

1. Within the framework of its overall responsibilities, the Council's principal functions are to:

- Review major policy issues and emerging development in the operational activities carried out under its supervision;
- Decide on the overall apportionment of UNDP resources between country programmes, intercountry and global programmes, special programme resources and the operational reserve;
- Approve country programmes;
- Consider intercountry programmes and provide relevant observations and comments;
- Approve projects which the Council and the recipient Governments may have requested the Administrator to bring before it, regardless of the project magnitude; a/

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a/ The Governing Council, while retaining the authority to approve projects submitted by Governments, has delegated to the Administrator the authority to approve projects within country programmes. See section 1300, subsection 3.0.

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1200 Subsection 3.0 Functions (continued)

- Approve projects which the Administrator believes deserve consideration by and approval of the Council because of their policy implications or the magnitude of their impact on the country programme as a whole;
- Approve global projects;
- Determine programme priorities, review implementation in both planning and practice, and critically examine activities undertaken and results achieved;
- Exercise operational control, including periodic reviews of country programmes;
- Analyse, in consultation with the Governments concerned, follow-up and investment after implementation of UNDP-assisted projects;
- Approve the biennial budget for the administrative and programme support services of UNDP as well as for UNFPA;
- Review the working relationships between UNDP and the organizations of the United Nations system;
- Review co-ordination mechanisms with respect to regular assistance programmes of organizations of the United Nations system;
- Submit annual reports, including such recommendations as may be deemed necessary, to the Economic and Social Council for consideration.

2. In respect of programmes and funds additionally entrusted to it, the Council, in addition to providing general policy guidance, performs functions specific to the needs of the programmes and funds.

## 1300 THE ADMINISTRATOR

### 1.0 Organization

The Administrator is the Chief Executive Officer of the United Nations Development Programme. He is appointed by the Secretary-General of the United Nations, after consultation with the Governing Council. His appointment is confirmed by the General Assembly. He may be appointed for a term of four years or less and is eligible for re-appointment. He is fully and directly supported in the discharge of his responsibilities by the Associate Administrator.

### 2.0 Overall responsibility

1. The Administrator has overall responsibility for the operations of UNDP and is accountable to the Governing Council for all phases and aspects of the management and implementation of UNDP technical co-operation activities.

2. The Administrator is accountable to the Governing Council for the following programmes, funds and activities:

- United Nations Development Programme
- United Nations Capital Development Fund
- United Nations Sudano-Sahelian Office
- Special Measures Fund for Least Developed Countries
- United Nations Trust Fund for Colonial Countries and Peoples
- United Nations Volunteers programme
- United Nations Special Fund for Land-locked Developing Countries
- United Nations Revolving Fund for Natural Resources Exploration
- UNDP Energy Account
- United Nations Trust Fund for Operational Programme in Lesotho
- United Nations Trust Fund for Operational (OPEX) Personnel in Swaziland

1300 Subsection 2.0 Overall responsibility (continued)

3. The Administrator is responsible for implementing projects financed from:

- United Nations Trust Fund for the Nationhood Programme of the Fund for Namibia
- Supplementary Trust Fund of the Voluntary Fund for the United Nations Decade for Women

4. In addition to his responsibility to the Governing Council for the above programmes and trust funds, the Administrator is also accountable for the activities of UNFSSD to the Intergovernmental Committee for Science and Technology for Development and the Executive Board. The Administrator reports annually to the Governing Council on co-operation between UNDP and the UNFSSD.

3.0 Functions

The principal functions of the Administrator are to:

- Implement the decisions of the Governing Council;
- Establish general policy pursuant to the guidance of the Governing Council;
- Mobilize resources and generate an interest in, understanding of, and support for the role and work of UNDP;
- Ensure the optimal use of the resources at the disposal of UNDP;
- Ensure effective co-ordination of the activities of the programmes and funds under his authority;
- Establish and maintain contacts with Governments of the Member States of UNDP;
- Maintain a close and continuing working relationship with the United Nations, the specialized agencies of the United Nations and other organizations and individuals involved in related fields of activities;
- Approve individual country and regional projects on behalf of the Governing Council, within the limits established by the Council. The Administrator delegates this function to the resident representatives and Regional Bureaux as appropriate.



## 1400 THE ASSOCIATE ADMINISTRATOR

### 1.0 Organization

The Associate Administrator is appointed by the Administrator and exercises his functions in the Office of the Administrator.

### 2.0 Overall responsibility

The Associate Administrator is responsible to the Administrator for policy and operational matters of the organization, including the overall co-ordination of the programme.

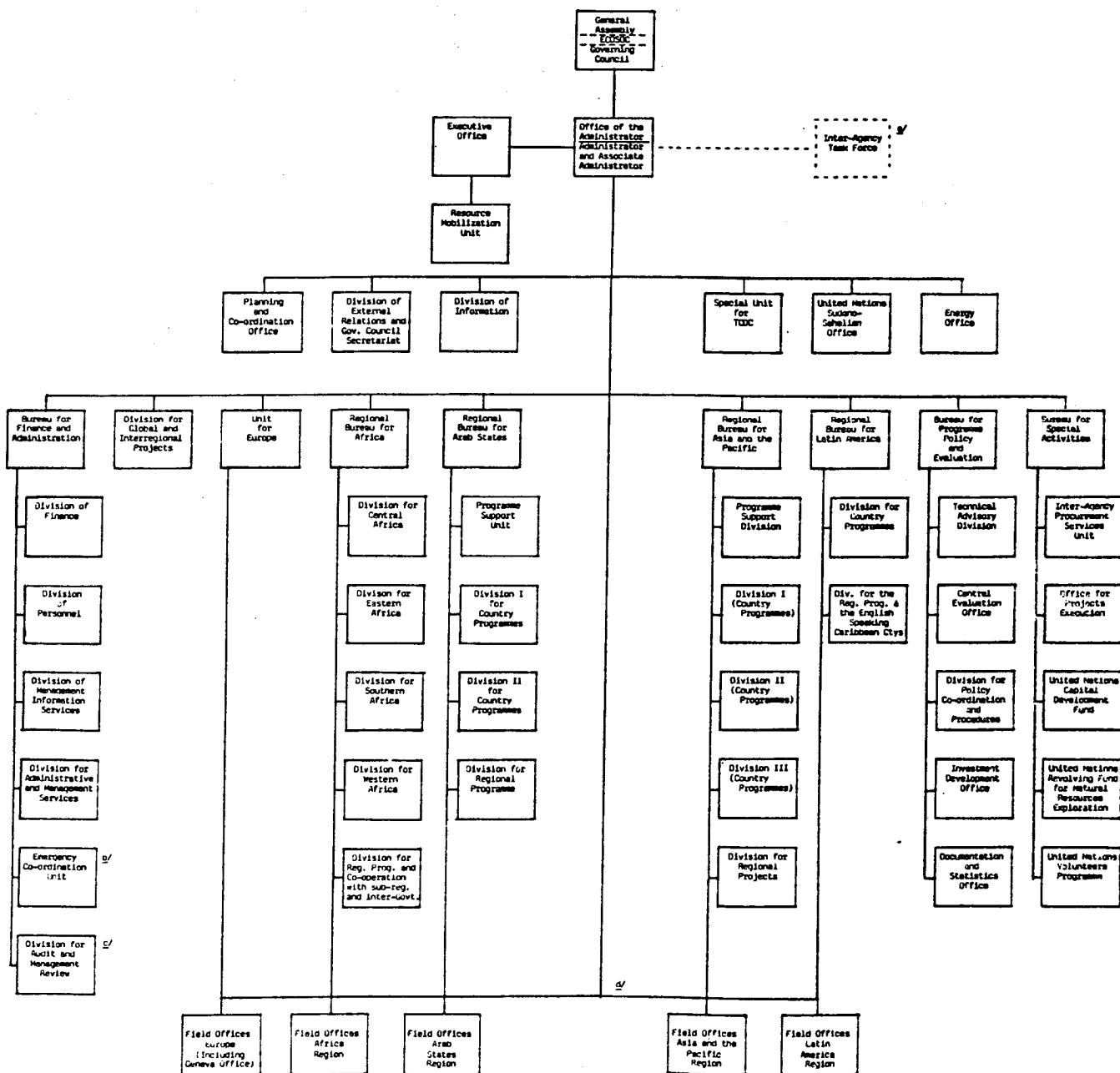
### 3.0 Functions

1. The Associate Administrator serves as an "alter ego" to the Administrator, and shares with him all responsibilities not directly assigned by supervisory inter-governmental bodies exclusively to the Administrator.

2. In addition, the Associate Administrator performs the following specific functions:

- Supervises the work of the Unit for Europe;
- Supervises the work of the Special Unit for TDC;
- Supervises the work of the Energy Office;
- Ensures UNDP co-operation with its agency partners. This includes inter alia chairing the Inter-Agency Task Force;
- Chairs the Executive Management Committee;

ORGANIZATION CHART OF UNDP



a/ The relationship between the IATF and UNDP is explained in Chapter IV Section 4000.  
 b/ See explanation on the reporting line of the Emergency Co-ordination Unit in Chapter VIII, Section 6300, sub-section 1.0.  
 c/ See explanation on reporting lines of the Division of Audit and Management Review in Chapter VIII, Section 6600, sub-section 1.0.  
 d/ See explanation on reporting lines for the Field Offices in Chapter III Section 3000.

## CHAPTER II

### OFFICE OF THE ADMINISTRATOR

#### 2100 GENERAL

The Administrator and the Associate Administrator are supported directly by the Office of the Administrator, which incorporates five units, as follows:

- Executive Office
- Resource Mobilization Unit
- Planning and Co-ordination Office
- Division of External Relations and Governing Council Secretariat
- Division of Information

## 2200 EXECUTIVE OFFICE

### 1.0 Organization

The Executive Office is directed by a chief who reports to the Administrator and Associate Administrator.

### 2.0 Overall responsibility

The responsibility of the Executive Office is to provide the Administrator and the Associate Administrator with the necessary support and assistance to enable them to carry out their day-to-day management functions.

### 3.0 Functions

The principal functions of the Executive Office include the provision of the following services to the Administrator and to the Associate Administrator:

- Preparation of briefing materials and background papers necessary for programme and policy decisions, data gathering and research, review of documents, and project proposals requiring the approval of the Administrator or the Associate Administrator;
- Follow-up action to ensure the implementation of decisions and directives. In addition to liaison and consultations with various units/divisions/bureaux at headquarters, follow-up action also involves drafting or co-ordination of memoranda, circulars, internal correspondence, etc.;
- Handling of correspondence. This includes the preparation of correspondence requiring their signature, including personal letters to representatives of Member States, resident representatives, official statements and, when necessary, assistance in the drafting of speeches;

2200 Subsection 3.0 Functions (continued)

- Supervision of the Resource Mobilization Unit;
- Participation in in-house meetings, task forces and working groups and carrying out official missions at the request of the Administrator and Associate Administrator;
- Provision of any support that may be needed during the sessions of the Governing Council, ACC, ACABQ, UNDP staff meetings etc.;
- Monitoring requests for legal advice from the United Nations Office of Legal Affairs;
- Rendering assistance to the Administrator and Associate Administrator in their performance of any official, non-UNDP functions which derive from their special capacities;
- On behalf of UNDP, act as the focal point for the nomination and the assignment of resident co-ordinators.

## 2201 RESOURCE MOBILIZATION UNIT

### 1.0 Organization

1. The Resource Mobilization Unit comprises a central staff and Country Information Co-ordinators.
2. The Chief of the Unit reports to the Administrator through the Chief of the Executive Office.

### 2.0 Overall responsibility

1. This Unit is responsible for providing advice and support for the Administrator's resource mobilization efforts with respect to UNDP central resources, the funds and programmes under his authority, trust funds and third-party cost sharing.
2. It provides support to and follows up the annual meeting of the Resource Mobilization Advisory Committee (RMAC).
3. The Unit is also responsible for the preparation of reviews and analyses of current policy trends, providing briefing materials for senior staff, and in preparation for ordinary and special meetings of the Governing Council.

### 3.0 Functions

The principal functions of the RMU are to:

- Submit to the RMAC Donor Review Papers, prepared for most countries by the Country Information Co-ordinators, containing analytical information on:
  - The country's budgetary process and calendar;
  - Official Development Assistance performance and trends, distribution of aid, contributions to all multilateral organizations, including UNDP and its administered funds;
  - Trends and major considerations surfacing in the national debate on aid policies, in particular, as they apply to UNDP;
  - The perception of UNDP in the country;

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2201 Subsection 3.0 Functions (continued)

- Assessment of resource mobilization prospects for UNDP and its administered funds;
- A proposed detailed annual "plan of campaign" for resource mobilization;
- Prepare Recipient Country Review Papers for selected donor countries and the Development Assistance Committee of the OECD;
- Monitor implementation of decisions reached at the RMAC, assign tasks to Country Information Co-ordinators, and review and guide their performance;
- Assemble and maintain information necessary for effective fund-raising efforts;
- Provide detailed briefings and background material to the Administrator and individual staff members who participate in fund raising;
- Arrange for missions on resource mobilization or facilitate the use for resource mobilization of visits already planned for other purposes;
- Liaise with the missions and Governments on fund-raising matters as required;
- Advise on the selection of the Country Information Co-ordinators;
- Provide the Division of Information with data required for speeches and letters by the Administrator on resource mobilization;

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2201 Subsection 3.0 Functions (continued)

- Act as the focal point for information on all expected contributions and on all funding agreements with donors for trust funds and third-party cost sharing and to provide PCO and DOF/Treasury, as needed, with this information;
- Keep the UNDP Office in Geneva, the Geneva Information Office, the UNDP Liaison Offices in Washington and Tokyo informed of all relevant resource mobilization activities, and receive such information from them;
- Co-ordinate and consult closely with DOF regarding its responsibility for monitoring of the Pledging Conference and the acknowledgement of pledges and payment of pledges, trust fund and cost-sharing contributions;
- Receive information from the regional bureaux and the resident representatives who are primarily responsible for obtaining increased host Government cost-sharing funds, GCCC and contributions to local office costs. The Bureaux and the Resident Representatives should also communicate to RMU possibilities of increased contributions to central resources;
- Receive information from the bureaux and the resident representatives on projects which might be suitable for trust fund or third-party cost sharing financing, if possible, with an indication of potentially interested donors;
- Respond to requests for studies and information called for by the Administrator, Associate Administrator and senior staff and by the missions to the United Nations concerning resource mobilization.

4.0 Country Information Co-ordinators

Country Information Co-ordinators, designated by the Administrator primarily on the basis of their comprehensive and special knowledge of the country concerned, will perform tasks, in addition to their regular duties, and with the guidance of the RMU, as follows:

- Provide the RMU with the Donor or Recipient Country Review Paper for the RMAC meeting;



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2201 Subsection 4.0 Country Information Co-ordinators (continued)

- Inform the RMU regularly of any important changes in the information contained in the Country Review Paper, in particular, on trends and major considerations surfacing in the national debate on aid policies;
- Liaise with the Permanent Mission to the United Nations and the Government of the country, upon request;
- Inform the RMU of travels by important persons with whom the Administrator or Associate Administrator could meet;
- Provide specific information on the country for letters and speeches by the Administrator or other senior UNDP officials, as needed.

5.0 The Resource Mobilization Advisory Committee

1. The terms of reference of the Resource Mobilization Advisory Committee are as follows:

- To advise the Administrator annually, or more often if needed, on overall resource mobilization strategy and on specific campaigns in selected countries and international circles for UNDP, the funds and programmes under the authority of the Administrator, trust funds and third-party cost sharing;
- To advise the Administrator on the assignment of specific resource mobilization tasks to UNDP units, in particular, to the Resource Mobilization Unit and the Division of Information.

2. The Resource Mobilization Advisory Committee is chaired by the Administrator and composed of the following:

- Associate Administrator
- Assistant Administrator, BFA
- Assistant Administrator, BSA
- Assistant Administrator, BPPE
- Director, PCO
- Director, DOI
- Chief, Executive Office of the Administrator

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2201 Subsection 5.0 The Resource Mobilization Advisory Committee (continued)

- Director, UNSO, as required
- Director, UNFSSTD, as required
- Director, Office in Geneva
- Chief, Information Office, Geneva (for all European donors)
- Assistant Administrator, RBAS (for Arab States donors)
- Assistant Administrator, RBLA (for Latin American donors)
- Assistant Administrator, RBA (for African donors)
- Assistant Administrator, RBAP (for Asia and the Pacific donors)
- Chief, Resource Mobilization Unit (Secretary)

## 2300 PLANNING AND CO-ORDINATION OFFICE

### 1.0 Organization

1. The Planning and Co-ordination Office (PCO) is organizationally part of the Office of the Administrator.
2. The Director of PCO reports to the Administrator.

### 2.0 Overall responsibility

1. PCO is responsible for assisting the Administrator and the Associate Administrator in the forward planning, management and co-ordination of all UNDP resources and other Funds administered by UNDP. This also includes the responsibility for all preparatory and supporting work in regard to the development and establishment of country, inter-country, interregional and global IPFs.
2. In addition, PCO is responsible for assisting the Administrator and the Associate Administrator in their co-ordination of important policy and operational matters, inter alia, by functioning as the secretariat for the Executive Management Committee. As part of its co-ordinating responsibility, PCO provides advice on consistency and improvement of information and data used by senior management.

### 3.0 Functions

PCO, in executing its overall responsibilities, performs six major functions:

- Prepares calculations of indicative planning figures (IPFs);
- Plans, manages and co-ordinates all UNDP-administered resources;
- Acts as focal point for and advises on all matters related to LDCs and co-ordinates assistance to the LDCs financed from UNDP and other funds under the Administrator;
- Acts as Secretariat for the Executive Management Committee;
- Co-ordinates the assembling of resource information and data; and
- Assists the Administrator and Associate Administrator on a variety of other matters.

2300 (continued)

3.1 Calculation of IPFs

The following functions are performed by the Office in calculating IPFs:

- Assembles data for the recalculation of any modifications of current illustrative IPFs in accordance with methodology and criteria established by the Governing Council;
- Prepares for mid-term review of the current IPF cycle;
- Prepares documentation, including alternative scenarios for the next IPF cycle in co-operation with other units concerned.

3.2 Forward planning, management and co-ordination of UNDP-administered resources

PCO supports the Administrator/Associate Administrator by performing the following functions:

- Monitors, reviews and advises on the resources flows designed to achieve appropriate balances between total inflows and outflows of the resources of the Programme and other Funds under the Administrator in the short, medium and long term;
- Reviews and analyzes Country Programme Management Plans;
- Conducts regular reviews of trends in all major categories of Programme expenditure to help ensure that aggregate and major component levels are maintained according to plan;
- Examines and advises on the annualization of IPFs and programming levels and on the establishment of other main programme and supplementary programme levels, taking into consideration pipeline, approvals, and allocations;

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2300 Subsection 3.2 Forward planning, management and co-ordination of UNDP resources (continued)

- Examines and advises on ceilings and on the establishment of levels for cost-sharing, Special Measures Fund for LDCs, UNCDF, UNRPNRE, UNSO, and other funds for which the Administrator is responsible;
- Develops delivery projections on the basis of information provided by agencies, bureaux, and other units.

3.3 Co-ordination of activities related to LDCs

The following functions are performed by the Office as the focal point for LDCs:

- Co-ordinates and advises on all matters related to the implementation of decisions of inter-governmental bodies and conferences regarding LDCs for which responsibility has been assigned to the Administrator, including inter alia the planning of the allocation of all resources including those from multi-bilateral financing, to be devoted to the LDCs and the monitoring of their use;
- Keeps the senior management informed of the status of all these activities and advises them on measures to be taken towards increased effectiveness of UNDP assistance to the LDCs;
- Assists the Administrator in maintaining a comprehensive oversight of all aspects of UNDP's involvement with development in the LDCs.

3.4 Secretariat for the Executive Management Committee (EMC)

PCO performs the following functions to service EMC:

- Prepares agenda and co-ordinates preparation of documentation for EMC;
- Provides supporting services for EMC meetings;
- Follows up on conclusions reached by EMC.

2300 (continued)

3.5 Co-ordination of information and data

The functions of PCO in this area include:

- Co-ordination and screening of information meant for management or for distribution outside UNDP for consistency;
- Servicing EMC in respect of policy aspects of management information;
- Participation in the Managerial Advisory Group on Information Systems (MAGIS);
- Review of all documents for the Governing Council to ensure consistency;
- Review and clearance of all policy documents and instructions.

3.6 Staff services for the Administrator and the Associate Administrator

PCO also performs the following functions:

- Reviews and advises on items referred to PCO by the Administrator or Associate Administrator;
- Prepares papers and reports for inter-agency and inter-governmental meetings.

## 2400 DIVISION OF EXTERNAL RELATIONS AND GOVERNING COUNCIL SECRETARIAT

### 1.0 Organization

The Division of External Relations also serves as the Governing Council Secretariat and is headed by a Director.

### 2.0 Overall responsibility

The Division has four distinct but related overall responsibilities:

- Maintenance of relations with Governments, intergovernmental organizations and organizations of the United Nations system;
- Servicing the intergovernmental meetings (Governing Council, High-Level Committee on TQDC and their subsidiary bodies) and Inter-Agency Consultative Meetings (IACM) of UNDP;
- Arranging for the representation of UNDP at meetings within and outside the United Nations;
- Provision of support to the UNDP Development Study Programme.

### 3.0 Functions

The Division of External Relations performs the following functions:

#### 3.1 General

- Acts as focal point for collating, synthesizing, and disseminating information from the United Nations system on matters of interest to UNDP;

2400 Subsection 3.1 General (continued)

- Organizes the preparation and co-ordination of UNDP contributions to reports by the United Nations, the specialized agencies and the Joint Inspection Unit;
- Represents UNDP at intergovernmental and interagency meetings when required;
- Monitors follow-up to Governing Council decisions, as well as resolutions of the General Assembly and the Economic and Social Council;
- Prepares a UNDP newsletter six times a year for the information of resident representatives, on matters dealt with by inter-governmental bodies of relevance to UNDP;
- Assists the Administrator and Associate Administrator in the conduct of day-to-day relations with Governments and organizations within and outside the United Nations which are concerned with the general activities of UNDP.

3.2 Secretariat of intergovernmental and interagency meetings

As Secretariat of the Governing Council, it:

- Organizes meetings of the Council and prepares reports thereon;
- Advises the President and Bureau of the Governing Council on the conduct of business;
- Services the Council's committees, such as the Budgetary and Finance Committee, Working Group of the Council and other in-session and inter-sessional committees created by the Council;
- Services the biennial meetings of High-Level Committee on TDC;
- Arranges and services informal briefings of delegations and meetings of the Bureau;



2400 Subsection 3.2 Secretariat of Intergovernmental and Interagency Meetings  
(continued)

- Prepares for and services formal and informal sessions of UNDP Inter-Agency Consultative Meetings (IACM);
- Determines, schedules, edits and processes documents to be presented to all the meetings it services and ensures the compatibility of documents with other documents issued by the United Nations;
- Maintains an up-to-date list of channels of communications according to which different divisions in UNDP address the various organizations in the United Nations system.

3.3 Representation at meetings

- Plans and arranges for UNDP representation at meetings within and outside the United Nations system;
- Ensures follow-up to meetings, inter alia, by dissemination of internal reports of UNDP participants at meetings;
- Prepares and maintains a comprehensive list of scheduled meetings of interest to UNDP, to ensure that the organization is represented and that the representative is provided with adequate briefs.

3.4 UNDP Development Study Programme

- Serves as the secretariat to the UNDP Development Study Programme, which includes arranging activities under its aegis, such as seminars, discussion groups, lectures and workshops.

## 2500 DIVISION OF INFORMATION

### 1.0 Organization

The Division is composed of a Directorate and a number of services. The Directorate concerns itself with programme planning and administration/finance. The services provide information on regional, global, interregional and associated funds, liaise with media and non-governmental organizations, fulfill editorial functions and are responsible for production/translation/distribution of a wide range of information material. The Director, DOI, reports to the Administrator.

### 2.0 Overall Responsibility

The Division of Information is responsible for promoting informed understanding of UNDP among selected audiences that influence decisions on resource mobilization and other support required by the Programme.

### 3.0 Functions

The principal functions of the Division are to:

- Serve as the external public information and publishing arm of UNDP, working through resident representatives (and United Nations Information Centres) at country levels and in collaboration with United Nations system organizations on joint thematic information, as appropriate;
- Provide information and briefings to the news media (press, radio, television, film) on UNDP activities, and encourage them also to undertake their own coverage of UNDP work and the development issues with which it deals; a/
- Research, write, translate, produce and distribute a wide range of UNDP materials, including the Administrator's Annual Report and its shorter public version; series such as "Development Issue Papers" and "UNDP At a Glance"; periodical newsletters; Evaluation Studies; and speeches for statutory and non-statutory venues;

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a/ Including an Information Section for Europe, based in the UNDP Geneva Office.

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2500 Subsection 3.0 Functions (continued)

- Follow trends in public opinion and media in relation to the work of UNDP and the funds it administers;
- Prepare and disseminate such other materials, in raw and finished form, as are needed to support UNDP resource mobilization efforts, including pamphlets, photos and posters, slide-sound programmes, etc.;
- Encourage other organizations to publish pamphlets and other literature concerning the work of UNDP;
- Maintain a close working relationship with governmental information services, national and local information media, educational institutions and non-governmental organizations with a view to stimulating and promoting the dissemination of information about UNDP and the funds it administers;
- Advise and assist resident representatives in country level UNDP information efforts, including on the translation and adaptation of UNDP information material into local languages, briefing and coverage arrangements for local and visiting news media representatives, and generation, and production of original information materials and publications.

In addition, the Division:

- Administers the Non-Governmental Liaison Services (NGLS), based in New York and Geneva and sponsored by a number of United Nations system organizations, which work on public development education with a wide range of national groups and special issue networks;
- Supervises a special UNDP/inter-agency programme of information, communication/NGO support for the IDWSSD (1981-1990);
- Provides information support, as financing permits, for special UNDP mandates in (for example) TCDC, energy and women in development, and for UNDP-associated funds and programmes.

CHAPTER III  
THE FIELD OFFICES

3000 GENERAL

1.0 Organization

1. There are 115 a/ Field Offices and 8 sub-offices. b/ Each office is directed by a resident representative, appointed by the Administrator after appropriate consultations.
2. The resident representative is supported by a small number of internationally recruited staff and a much larger number of locally recruited staff. In a typical office, the internationally recruited staff may consist of, in addition to the resident representative, a deputy resident representative, and one or two assistant resident representatives and/or other officers (e.g. programme officers, administrative officers). Both the internationally and locally recruited staff support the resident representative in respect of both programming and administrative functions.
3. In some countries, the field office is physically incorporated in premises common to a number of the organizations of the United Nations system in that country.
4. An organization chart of a typical field office is shown on page 6 of this section.

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a/ Including field offices in Democratic Kampuchea and Namibia which are currently not operational.

b/ See table of section 3400.

3000 (continued)

2.0 Overall responsibility

1. The resident representative is responsible for all aspects of UNDP programme activities and for the special funds and programmes administered by UNDP in the country. He is responsible and fully accountable to the Administrator for the effective and efficient management of the field office.
2. When the resident representative is designated as resident co-ordinator of the United Nations system operational activities for development, he reports to the Secretary-General through the Director-General for Development and International Economic Co-operation with respect to those matters with which the resident co-ordinator is charged.
3. The resident representative, when designated by the Secretary-General as the official for security of United Nations personnel and property in the country to which he is accredited, reports to the co-ordinator for security matters (the Assistant Secretary-General, Office of General Services through the UNDP Emergency Co-ordination Unit (ECU)).
4. The resident representative may, after appropriate consultation with the Administrator, also be entrusted with specific responsibilities by the organizations of the United Nations system, by the host Government, and by third parties when requested by the host Government.

3000 (continued)

3.0 Functions

The functions performed by the field offices are numerous and varied. The general functions enumerated below are characteristic of the functions of the network of field offices as a whole.

3.1 Representation

1. The resident representative is the Administrator's designated representative in country of assignment.
2. In addition, when appropriate, the resident representative represents the following organizations of the United Nations system:
  - United Nations organs and funds, including, in particular, WFP, UNFPA, UNDRO, UNHCR, regional commission, DTCO, UNEP, HABITAT, UNCTAD, ITC, UNIDO and UNFDAC;
  - Smaller United Nations agencies and other organizations that specifically designate the Resident Representative as their representative;
  - United Nations Department of Public Information. In those cases where a United Nations Information Center (UNIC) has been established in a country, the resident representative may be appointed Director.
3. In his capacity as resident co-ordinator, the resident representative is responsible to the Secretary-General through the Director-General for Development and International Economic Co-operation in respect of those matters with which the resident co-ordinator is charged.

3.2 Co-ordination and promotion of United Nations system activities

1. The resident representative performs the following tasks:
  - Maintains liaison through the designated co-ordinating machinery with the Government on matters concerning planning, implementation, evaluation and follow-up of UNDP programmes;

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3000 Sub-Section 3.2 Co-ordination and promotion of United Nations system activities (continued)

- Participates on request of the Government and with sources of external aid outside the United Nations system, in the design and review of the host country development plan;
- Keeps fully informed of existing economic and social conditions in the country, of current policies and of development plans;
- Maintains close and continuous contact with all other multilateral, bilateral and non-governmental assistance programmes in the country;
- Organizes and chairs periodic interagency meetings;
- Maintains close and continuous contact with the appropriate United Nations regional commission;
- Provides full information on the type of assistance available through the United Nations system organizations and serves as a central source of information on development programmes of the United Nations system in the country;
- Promotes special campaigns and plans of action at global and regional conferences sponsored by the participating and executing agencies of the United Nations system;
- Engages in resources mobilization and fund-raising activities.

2. The resident co-ordinator of the United Nations system's operational activities for development is entrusted with overall responsibility for and co-ordination of operational activities for development of the United Nations system carried out at the country level, pursuant to General Assembly resolutions 32/197 and 34/213. The specific functions of the resident co-ordinator include:

- Exercising team leadership among the organizations of the United Nations system at the country level;

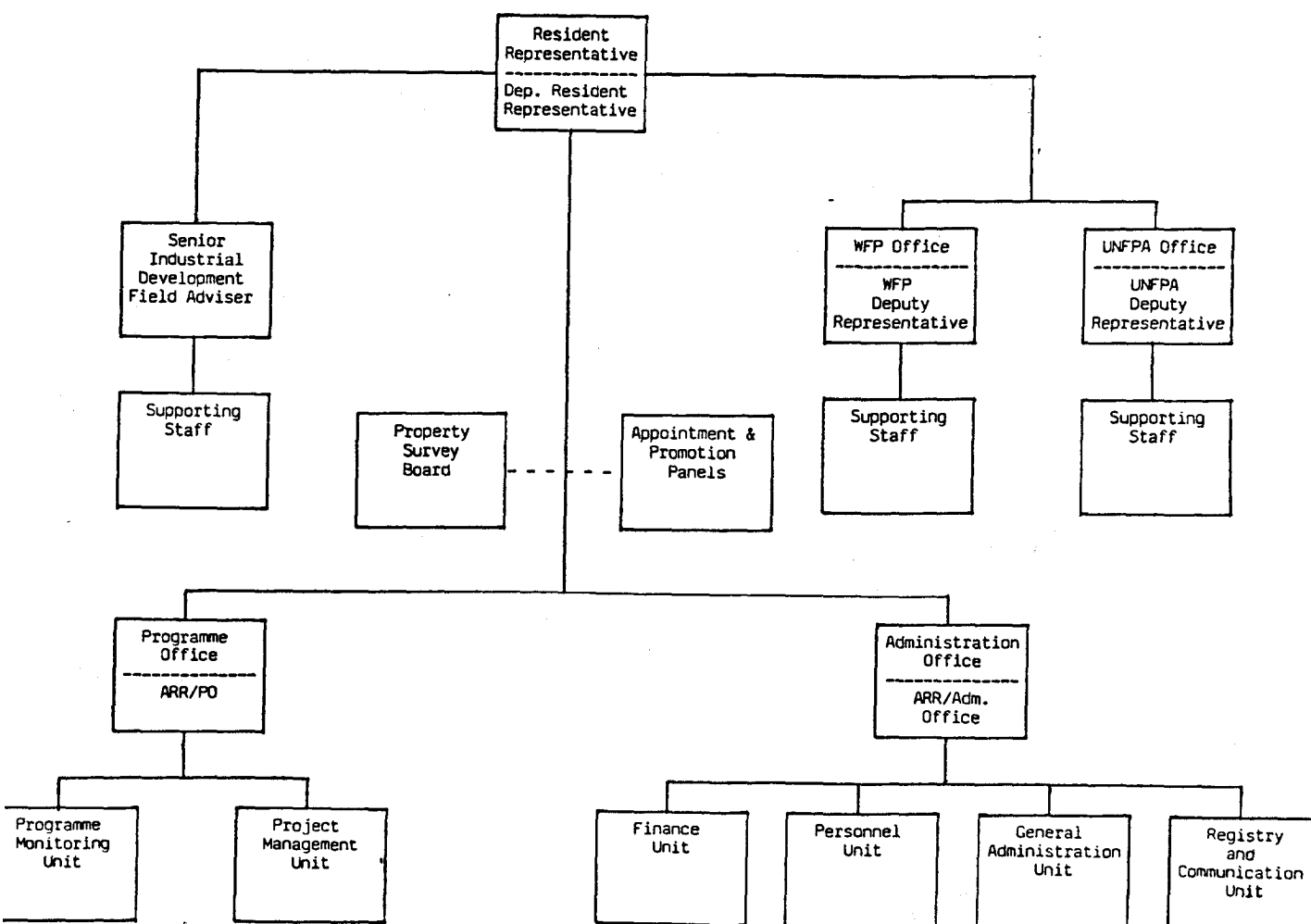
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3000 Sub-Section 3.2 Co-ordination and promotion of United Nations system  
activities (continued)

- Exercising responsibility for evolving at the country level a multi-disciplinary dimension in sectoral development assistance programmes supported by the organizations of the United Nations system;
- Facilitating the integration of the United Nations system assistance into the Government's own development programmes.



ORGANIZATION CHART OF A TYPICAL FIELD OFFICE



## 3100 PROGRAMMING

### 1.0 UNDP programme and project management

#### (a) Country programme functions:

- Assisting Governments in the formulation of UNDP country programme;
- Conducting annual and mid-term country programming reviews;
- Assisting Government departments/institutions in the preparation of individual project proposals falling within the approved country programme;
- Appraising and approving project proposals within Resident Representatives' delegated authority;
- Preliminary appraising of project proposals falling outside the Resident Representatives' delegated authority, for headquarters approval;
- Preparing project fact sheets;
- Analysing and maintaining sectoral data;
- Liaising with specialized agency offices and other United Nations system representation in the country on matters related to the UNDP programme;
- Applying general United Nations policies to programming, including unified approval to development.
- Applying "new dimensions" to programming;
- Assisting Government agencies upon request, in the implementation of Government-executed projects;

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3100 Subsection 1.0 UNDP programme and project management (continued)

- Developing documentation and reference materials relevant to the country requirements in programming;
- Overall monitoring of project activities. This includes visits to project sites, consultations with Government implementing agencies, correspondence with executing agencies/co-ordination with project managers/chief technical advisers on implementation matters;
- Preparing for and participating in tripartite review meetings;
- Briefing of incoming experts and debriefing of experts leaving on completion of assignments;
- Preparing technical assessment reports;
- Processing expert clearances, fellowship placement and monitoring of equipment ordering and delivery;
- Assisting and associating with specially mounted missions for project evaluation;
- Maintaining control system for annualized budgetary commitments through IPF ledgers, including project expenditure monitoring mechanism;
- Revising and rephrasing project budgets including periodic reporting to headquarters;
- Assisting evaluation missions, in tripartite reviews and in preparation of reports;
- Assisting in the preparation of project revisions;
- Identifying problems or issues that require the services of an internationally or locally recruited consultant;
- Drafting appropriate terms of reference; assisting in the identification of suitable candidates; obtaining government clearance for the proposed candidates; facilitating the implementation of the consultant's assignment which may involve organizing meetings with officials as appropriate.

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3100 Subsection 1.0 UNDP programme and project management (continued)

(b) Regional, interregional and global IPF programme

The functions of the field offices in respect of the regional, interregional and global programme are primarily to support and participate, when required, in the planning, implementation, monitoring evaluation and follow-up of projects which include activities in the host country of the field office. The resident representative may be appointed Principal Project Representative (PPR).

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3100 (continued)

2.0 Programme and project support services to programmes and funds  
under the responsibility of the Administrator

While much of the substantive planning and work relating to projects financed by the funds and programmes under the responsibility of the Administrator is done by their respective headquarters secretariat, or by staff assigned directly to the field offices e.g. UNSO, UNCDF and UNV, the field offices perform similar functions in the case of these programmes and funds as they do for IPF-financed programmes and projects. The functions may include:

- Analysis of sectoral studies leading to project identification;
- Assistance in the formulation of project document and budgets;
- Assistance in project appraisal;
- Assistance in preparation of project fact sheets;
- Liaison with Government, executing agencies and bilateral donors;
- Overall monitoring of project activities. This includes visits to project sites, consultations with Government implementing agencies, correspondence with executing agencies and co-ordination with project managers/chief technical advisers on implementation matters;
- Identification of problems or issues that requires the services of an international or locally recruited consultant;
- Drafting of appropriate terms of reference; assisting in the identification of suitable candidates; obtaining government clearance for the proposed candidates; facilitating the implementation of the consultant's assignment which may involve organizing meetings with officials as appropriate.

3100 (continued)

3.0 Project support services provided to executing agencies and other organizations of the United Nations system

(a) Programme and project support services

- Assistance in identification and formulation of projects;
- Preparation and circulation of project documentation;
- Appraisal and approval of projects;
- Implementation and monitoring of projects, including day-to-day monitoring of the carrying out of project activities and outputs;
- Project visits;
- Consulting with Governments and executing agencies;
- Monitoring use of outputs;
- Measuring progress of activities and outputs, assistance in work relating to tripartite review from preparation to report writing, revising project documents, providing executing agencies and Government with relevant reports and necessary information regarding the specific activities;
- Assisting in mid-term and/or final project evaluation and in project follow-up activities, placement and administration of fellowships.

(b) Administrative and financial support services

- Assistance to project personnel in housing, travel arrangements, visas, ID cards and various permits including extension and renewals;
- Delivery of personal effects;
- Payment of salary assignments and other entitlements;
- Settlement of travel claims and payment of travel advances, transportation, including airport meetings upon arrival and departure;

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3100 Subsection 3.0 Project support services provided to executing agencies  
and other organizations of the United Nations system (continued)

- Interviewing candidates and assisting in the recruitment of personnel for agency employment, induction, orientation, briefing and training of project personnel;
- Support for conferences and study tour activities, including preparation, conduct and follow-up;
- Assistance to visitors, including meeting at airport, hotel and travel arrangements;
- Arranging and participating in meeting, data gathering at agency request;
- Assisting in the agency fellowship programme, including selection and placement, travel and accommodation.

## 3200 ADMINISTRATION

### 1.0 Administrative and programme support to UNDP programmes and projects a/

The field offices exercise the following principal functions:

#### 1.1 Personnel administration

Four of the major areas are identified as follows:

##### (a) UNDP international staff:

The following functions are performed:

- Monitoring of arrivals and departures; reporting of movements of staff and their eligible family members; monitoring of leave records; maintaining personnel files for local use; assisting staff and eligible family members in settling in the country; providing assistance with respect to all staff entitlements; providing assistance to and maintaining a dialogue with Staff Association; and administering entitlements as authorized by headquarters;

##### (b) Consultants

- Assistance is rendered to headquarters in the hiring and administration of international and locally recruited consultants. This may involve:
  - Ascertaining the availability of a consultant residing in the host country who has been identified as a suitable candidate;
  - Discussing itinerary; terms of reference and mission schedule; issuing travel related payment advances; issuing a contract; obtaining the required medical certificate; performing appropriate services with respect to the mission and use of consultants on request;

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a/ Defined as financed from UNDP indicative planning figure resources.



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3200 Subsection 1.1 Personnel administration (continued)

(c) UNDP locally recruited staff

The following functions are performed:

(i) Recruitment and placement activities

- Advertising of posts; interviews; issuing letters of appointment; arranging medical clearance; maintaining applications file; and recruiting temporary assistance;

(ii) Training

- Orientation; on-the-job-training; identification of specific training needs; training on new policies and procedures; staff development;

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3200 Subsection 1.1 Personnel administration (continued)

(iii) Staff management

- Preparation, maintenance and review of job descriptions; preparation of all necessary personnel forms; maintenance of staffing table; arrangement for periodic medical examination; administration of local appointment and promotion panel; supervision of performance; reporting on performance; dialogue with headquarters on all matters requiring headquarters approval or clarification; preparation of overtime schedules; assistance in United Nations Federal Credit Union; preparation of all separation and termination documents; and administration of medical evacuation in case of need;

(iv) Staff entitlements

- Pension Fund and insurance matters; assistance with respect to all staff entitlements; dialogue with Staff Association; administration of UNDP medical insurance scheme;

(d) Rates and allowances

Administration and co-ordination of the United Nations Common System for rates and allowances involves the following:

- Local salary surveys; cost-of-living surveys including place-to-place, time-to-time and limited surveys; housing surveys; questionnaires on hotel/meal costs for the determination of daily subsistence allowance rate; surveys for determination of fellowship and stipend rates.

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3200 (continued)

1.2 General administration

There are eight areas identified as follows:

(a) General

The field offices are responsible for the following with respect to general administration:

- Preparing and updating post report on living conditions; preparing and updating Country Field Office Information; arranging for free importation of goods by qualified staff; controlling duty free purchases; administering field office rental and leases; assisting in application of privileges and immunities; handling of protocol arrangements; supporting special facilities (for example, a United Nations club, women's club, recreational activities); managing and maintaining office premises; and providing for fire safety.

(b) Travel

The field offices are responsible for the following with respect to travel:

- Issuing decentralized travel authorization; settling travel claims as appropriate; obtaining visas and travel bookings; and procuring tickets; co-ordinating with booking agents and shipping companies; arranging for issuance and renewal of Laissez-Passer, ID cards, family certificates and other travel documents; assisting with insurance claims; assisting in customs and shipping clearance including approvals for customs exemptions for personal and household effects; arranging for packing and shipping of personal effects; and arranging for revalidation of health certificates.

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3200 Subsection 1.2 General Administration (continued)

(c) Transportation

The field offices perform the following general functions with respect to transportation:

- Purchasing vehicles, arranging for exemption from duty, insurance, registration; controlling use of vehicles; maintaining vehicles' histories; administering and supervising office transport fleet; monitoring drivers' daily log; purchasing and controlling petrol consumption; maintaining vehicles; reporting accidents, stolen vehicles, etc.; disposing of vehicles; and securing permits for drivers.

(d) Equipment and supplies

The field offices are responsible for the following with respect to equipment and supplies:

- Procuring and disposing of properties; operation of the Contracts Committee with respect to procurement activities; operation of the Local Survey Board with respect to disposal activities; administration of bidding procedures; preparation of inventory and maintenance of inventory control; arrangements for maintenance and repairs of office equipment; issuance of purchase orders; procurement of stationery and office supplies; acknowledgement of receipt of equipment and supplies; and preparation of requisition forms for headquarters procurement on behalf of the field offices.

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3200 Subsection 1.2 General Administration (continued)

(e) Security

The field offices are responsible for the following with respect to security matters:

- Maintenance of Field Staff Directory and updating of personnel list; operation/maintenance of radio communications, etc.; liaison and co-ordination with local authorities; implementation of periodic evacuation drill; development and updating of emergency and evacuation plans; supervision of watchmen; regular inspection of premises for security hazards and, in case of need, implementation and supervision of emergency procedures.

(f) Dispensaries

- Operation and maintenance of a dispensary where established.

(g) Housing

- Operation and maintenance of housing schemes, including UNDP housing compounds and guest houses; and administrative management of housing scheme as appropriate.

(h) Commissary

- Operation and maintenance of a commissary where established.

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3200 (continued)

1.3 Registry and communications

The management of registry and communications includes:

- Administration of the pouch system; handling of all correspondence including preparation of official files; operation of telex; operation of telephone exchange; operation/maintenance of radio communications; monitoring and maintenance of the global filing system; filing of documents and circulars; operation of archives; and operation of messenger services.

1.4 Financial administration

Three main areas can be identified as follows:

(a) Treasury

- Record and report to headquarters the Government's voluntary contributions, cost-sharing contributions and other cash receipts; follow-up of Government contributions when requested by headquarters; administration of funds; maintenance of imprest account or zero balance bank account; request for replenishment; regular preparation of information on field offices financial position as required by headquarters; monitoring of cash transfers; monitoring and reporting of exchange rate; and preparation of schedule of non-UNDP disbursements.

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3200 Subsection 1.4 Financial administration (continued)

(b) Budget

- Budget preparation and submission to headquarters, including completion of all necessary forms; monitoring and control of budget against allotments; budget forecasting; preparation of submission for budget allotment revisions.

(c) Accounts

- Maintenance of cash books; monitoring of outstanding obligations; calculation of overtime; processing of overtime; processing of refunds and reimbursements; maintenance and monitoring of advances recoverable locally; administration of petty cash Funds; preparation of disbursement vouchers, credit vouchers, cash receipt vouchers and journal vouchers as appropriate; approval and certification of payments; review of ledgers; preparation and maintenance of record of inter-office vouchers; calculation of medical expense reimbursements; preparation of monthly payroll; payment of installation grants, daily subsistence allowance, etc. to international staff and experts.
- Daily posting of financial transactions from journals to ledgers; maintenance of journals and ledgers and control sheets for non-UNDP expenditures; preparation of monthly accounts submissions; reconciliation of analyzed cash book; bank reconciliations; computation of gains and losses on exchange; summary of net changes in assets and liabilities; field office summary of monthly expenditures; field office allotment expenditure statement; inter-office voucher summary charges; examination of prepared monthly amounts submissions; processing of commercial bills, invoices; maintenance of records of payments, vendors cards; costing of telex messages; proportionment of common costs to agencies concerned.

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3200 (continued)

1.5 Documentation

- Establishment and maintenance of a reference unit including the collection of relevant UNDP documents, papers and technical reports; classification, cataloging, indexing and shelving of materials; promotion of collection; and control of collection.

1.6 Support to UNDP-financed project personnel

The field offices are responsible for the following with respect to support to UNDP-financed project personnel:

- Appropriate arrangements for accommodations, transportation, etc. on arrival, as required;
- Assistance with respect to housing, schooling, security, and medical requirements;
- Assistance in travel, transportation and communications arrangements;
- Arrangements for the medical evacuation of international personnel who require medical treatment;
- Provision of financial services, including all forms of payments as requested and authorized;
- Customs clearance assistance;
- Performance of administrative tasks requested by agency, as appropriate;
- Maintenance of personnel files;
- Provision of administrative support and assistance on departure, as authorized and as appropriate;
- Preparation of orientation kit and administrative briefing on arrival;



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3200 Subsection 1.6 Support to UNDP-financed project personnel (continued)

- Provision of secretarial/clerical assistance;
- Organization and facilitation of meetings with government officials;
- Preparation of reports on arrivals and departures;
- Arrangements to secure visas, ID cards and permits, including extensions/renewals;
- Administration of fellowships, both incoming and outgoing, study tours, seminars, workshops, etc.;
- Assistance with local contractual customs and laws;
- General assistance on day-to-day inquiries;
- Provision of general information and specific materials related to conditions in the country.

2.0 Administrative and programme support to programmes and funds under the responsibility of the Administrator

1. The field office provides a wide range of administrative, financial and logistical support services to UNDP-administered funds and activities, in particular to UNCDF, UNSO, UNFSSTD, UNRFRNRE and to TCDC activities. These services relate, in general, to:

- Support to project personnel;
- Administration of staff assigned to country;
- Provision of general administrative support as requested;
- Provision of services to official visitors and special technical missions, including:
  - Appropriate arrangements for accommodation, travel and communications;
  - Liaison with Government counterpart;
  - Briefing on arrival as required;
  - Advance payments as authorized;
  - Provision of other services as required and as appropriate.

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3200 Subsection 2.0 Administrative and programme support to programmes and funds under the responsibility of the Administrator (continued)

2. Assists headquarters in the hiring and administration of internationally and locally recruited consultants which may include:

- Ascertaining the availability of a consultant residing in the host country who has been identified as a suitable candidate;
- Discussing itinerary, terms of reference and mission schedule;
- Issuing travel-related payment advances;
- Issuing a contract;
- Obtaining the required medical certificate;
- Performing appropriate service with respect to the hiring and use of consultants on request.

3. The field office provides specific services to the UNV programme. These include:

- Verification of government accommodation and appropriate action if required;
- Provision of transportation as appropriate;
- Provision of settling-in grant;
- Local orientation and language training as appropriate;
- Payment of monthly living allowance;
- Provision for cost of housing utilities and basic furniture as appropriate;
- Provision for health and life insurance;
- Clearance of goods;
- Maintenance of personnel file;
- Provision of administrative support and assistance on departure as appropriate.

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3200 (continued)

3.0 Administrative and programme support to executing agencies and other organizations of the United Nations system

- Administration of locally recruited staff for WFP;
- Administration of locally recruited staff for UNFPA;
- Administrative support services to locally recruited staff for International Trade Centre-UNCTAD/GATT activities;
- Support to project personnel on request;
- Provision of general administrative support on request;
- Provision of services to official visitors and special technical missions from the participating and executing organizations in the United Nations system when requested;
- Sale of United Nations medals;
- Administration of fellowship programmes sponsored by United Nations system organizations;
- Support services to United Nations system and government-sponsored meetings and seminars;
- Interview of candidates and assistance in the recruitment of personnel for employment in the United Nations system when requested;
- Assists headquarters in the hiring and administration of internationally and locally recruited consultants which may include:
  - Ascertaining the availability of a consultant residing in the host country who has been identified as a suitable candidate;
  - Discussing itinerary, terms of reference and mission schedule;
  - Issuing travel-related payment advances;
  - Issuing a contract;
  - Obtaining the required medical certificate;
  - Performing appropriate services with respect to the hiring and use of consultants on request.

3300 EUROPEAN OFFICE OF UNDP

1.0 Organization

1. The UNDP Office for Europe was established in 1952 as a Technical Assistance Board (TAB) liaison office with the European headquarters of the agencies and donor Governments.

2. This Office is headed by a Director who reports to the Administrator.

2.0 Overall responsibilities

The European Office plans, monitors and evaluates UNDP assistance to Albania, Bulgaria, Czechoslovakia, Hungary, Malta, Poland and Portugal.

3.0 Functions

- The Office maintains liaison with all European Governments, Specialized Agencies and other organs of the United Nations system located in Europe, and other inter-governmental organizations in Europe, the activities of which are of significance to the work of UNDP; it will carry out such other special tasks as may be assigned to it by the Administrator with regard to relationships with Governments, specialized agencies with headquarters in Europe, and non-governmental organizations;
- It performs functions of the UNDP public information programme most appropriately handled in Europe, and in particular maintains close working relationships with national information services in Europe;
- The Office is a service bureau for UNDP staff members who travel to Geneva on official business; it also arranges briefing for visiting resident representatives at the headquarters of agencies in Europe.

LIST OF FIELD OFFICES AND SUB-OFFICES

AFRICA REGION

Angola	Ethiopia	Madagascar	Sao Tome and Principe
Benin	Gabon	Malawi	Senegal
Botswana	Gambia	Mali	Sierra Leone
Burundi	Ghana	Mauritania	Swaziland
Cape Verde	Guinea	Mauritius	Togo
Central African Republic	Guinea Bissau	Mozambique	Uganda
Chad	Ivory Coast	Namibia <u>a/</u>	United Republic of Cameroon s/o Duala
Comoros	Kenya	Niger	United Republic of Tanzania <u>b/</u>
Congo	Lesotho	Nigeria	Upper Volta
Equatorial Guinea	Liberia	s/o Kaduna	Zaire
		Rwanda	Zambia
			Zimbabwe

ARAB STATES REGION

Algeria	Iraq	Morocco	Somali Democratic Republic
Bahrain	Jordan	Oman	Sudan
Democratic Yemen	Kuwait	Qatar	s/o Juba
Djibouti	Lebanon	Saudi Arabia	Syrian Arab Republic
Egypt	Libyan Arab Jamahiriya	s/o Jeddah	Tunisia
			United Arab Emirates
			Yemen

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a/ Currently not operational.

b/ Office with programme responsibility in Seychelles.

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3400 List of field offices and sub-offices (continued)

ASIA AND THE PACIFIC REGION

Afghanistan	India	Nepal	Sri Lanka
Bangladesh	s/o Bombay	Pakistan	s/o Maldives
Bhutan	s/o Calcutta	Papua New Guinea	Thailand <u>b/</u>
Burma	Indonesia	Philippines	Viet Nam
China	Islamic Republic	Republic of Korea	
Democratic	of Iran	Samoa <u>d/</u>	
Kampuchea <u>a/</u>	Lao People's		
Democratic	Democratic		
People's Republic	Republic		
of Korea	Malaysia <u>c/</u>		
Fiji <u>e/</u>	Mongolia		

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a/ Currently not operational.

b/ Office with programme responsibility in Territory of Hongkong.

c/ Office with programme responsibilities in Brunei and Singapore.

d/ Office with programme responsibilities in Cook Islands, Niue and Tokelau.

e/ Office with programme responsibilities in Kiribati, Nauru,  
Solomon Islands, Tonga, Trust Territory of the Pacific Islands,  
French Polynesia, Vanuatu, Wallis and Futuna Islands, New Caledonia,  
Tuvalu.

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3400 List of field offices and sub-offices (continued)

LATIN AMERICA AND ENGLISH SPEAKING CARIBBEAN

Argentina	Costa Rica	Guyana	Panama
Barbados <u>a/</u>	Cuba	Haiti	Paraguay
Bolivia	Dominican Republic	Honduras	Peru
Brazil	Ecuador	Jamaica <u>c/</u>	Trinidad and Tobago <u>d/</u>
s/o (Rio)	El Salvador <u>b/</u>	Mexico	Uruguay
Chile	Guatemala	Nicaragua	Venezuela
Colombia			

EUROPE REGION

Cyprus	Romania	Turkey
Greece	Switzerland <u>e/</u>	Yugoslavia

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- a/ Office with programme responsibilities in Antigua and Barbuda, Dominica, Grenada, British Virgin Islands, Leeward and Windward Islands, Montserrat, Saint Christopher and Nevis, Saint Vincent and the Grenadines and Saint Lucia.
- b/ Office with programme responsibility in Belize.
- c/ Office with programme responsibilities in the Bahamas, Bermuda, Cayman Islands, Turks and Caicos Islands.
- d/ Office with programme responsibilities in the Netherlands Antilles and Suriname.
- e/ Office with programme responsibilities in Albania, Bulgaria, Czechoslovakia, Hungary, Malta, Poland and Portugal.

## CHAPTER IV

### INTER-AGENCY TASK FORCE AND OTHER INTER-AGENCY BODIES OF IMPORTANCE TO UNDP

#### 4000 INTER-AGENCY TASK FORCE

##### 1.0 Organization

1. The Inter-Agency Task Force (IATF) is a consultative group composed of senior staff members representing UNDP, the specialized agencies and other participating and executing agencies in UNDP.
2. Currently, its full-time membership includes representatives from the ILO, FAO, UNESCO, United Nations, UNIDO and UNDP.
3. Arrangements are also made to associate other agencies with the work of the Task Force through ad hoc consultations.
4. The Associate Administrator of UNDP acts as the Chairman of the Task Force.

##### 2.0 Overall responsibility

1. The Inter-Agency Task Force is responsible for providing a forum for initiating and reviewing policies and actions in areas of mutual concern to UNDP and its participating and executing agencies.
2. The members of the Task Force, in their individual capacities, also serve as the substantive secretariat of the Consultative Committee on Substantive Questions (Operational Activities) (CCSQ(OPS)), which is a subsidiary body of the Administrative Committee on Co-ordination (ACC). In this capacity, the Task Force members are responsible for preparing background papers and policy options on various facets of the present status and future evolution of the operational activities for development of the United Nations system for consideration by, or on behalf of, the ACC.



4000 (continued)

3.0 Functions

- Defines areas for improved collaboration between agencies and UNDP;
- Acts as a sounding board for new ideas and approaches concerning the operational activities for development within the United Nations system;
- Assists in improving co-ordination and harmonization in the various agencies consistent with the specific responsibilities and mandate of each agency.

4100 OTHER INTER-AGENCY BODIES OF IMPORTANCE TO UNDP

The other inter-agency bodies of importance to UNDP are:

- Administrative Committee on Co-ordination (ACC);
- Consultative Committee on Administrative Questions/Finance and Budget (CCAQ/FB);
- Consultative Committee on Administrative Questions/Personnel (CCAQ/PER);
- Consultative Committee on Substantive Questions (Programme) CCSQ (PROG);
- Consultative Committee on Substantive Questions (Operations) - CCSQ (OPS);
- Inter-Agency Consultative Meeting (IACM);
- Inter-Organization Board for Information Systems (IOB).

CHAPTER V

SPECIAL UNIT FOR TECHNICAL CO-OPERATION  
AMONG DEVELOPING COUNTRIES

5000 GENERAL

1.0 Organization

The Special Unit for Technical Co-operation among Developing Countries (TCDC) is headed by a Director who reports to the Administrator.

2.0 Overall responsibility

The Special Unit is responsible for:

- Preparing reports and documents for the High-Level Committee on the Review of Technical Co-operation among Developing Countries;
- Reviewing UNDP policies and procedures governing TCDC projects and developing appropriate modifications and refinements;
- Maintaining liaison with the focal points for TCDC of Governments, organizations of the United Nations system, inter-governmental organizations (IGOs), non-governmental organizations (NGOs), resident representatives, regional bureaux, and other units of UNDP;
- Establishing the TCDC Information Referral System (INRES) and the on-line enquiry service;
- Orientation and training of the staff of Governments, organizations of the United Nations system, IGOs and NGOs in the concepts and operational modalities of TCDC;
- Managing the Special Programme Resources (SPR) and other funds allocated to the Special Unit for the promotion of TCDC.

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5000 (continued)

### 3.0 Functions

The principal functions of the Special Unit are:

#### 3.1 Secretariat

- In co-operation with the Division of External Relations, arrange for the High-level Committee which reviews TCDC progress on a biennial basis.

#### 3.2 Reporting

In full collaboration with the organizations concerned of the United Nations system:

- Prepare progress reports on the implementation of the Buenos Aires Plan of Action and the decisions of the High-level Committee, and make suggestions to expedite progress through new actions and initiatives for consideration at High-level Committee meetings;
- Disseminate and incorporate in the progress report to High-level Committee meetings:
  - Noteworthy cases of TCDC submitted by developing countries;
  - Information from developed countries on their implementation of the relevant recommendations of the Buenos Aires Plan of Action.

#### 3.3 Programming

- Assist Governments at their request and, where appropriate, in full collaboration with the relevant organizations of the United Nations system, to undertake TCDC programmes and activities;

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5000 Subsection 3.3 Programming (continued)

- Develop, in full collaboration with the organizations of the United Nations system, new ideas, concepts and approaches for promoting TCDC, and for this purpose, arrange for the necessary studies and analyses to be undertaken and submitted to Governments for consideration and approval in the High-level Committee;
- Develop modifications in the policies and procedures of UNDP, in accordance with relevant decisions of the General Assembly and the UNDP Governing Council, with a view to directing the improvement of the Programme's capacity to implement TCDC and assist, at their request, other organizations of the United Nations system in this regard;
- Assist Governments of developing countries, at their request, to develop specific plans for TCDC;
- Provide advice on the effective implementation of the recommendations of the Buenos Aires Plan of Action and the decisions adopted by the High-level Committee and the Governing Council.

3.4 Co-ordination

- Maintain liaison with the focal points of Governments, and assist Governments of developing countries, at their request, to develop organizational arrangements to facilitate the co-ordination of TCDC;
- Work in close contact with the resident representatives, regional bureaux and other sections of UNDP;
- Maintain appropriate links with the focal points of the participating and executing agencies and regional commissions to facilitate co-ordination of activities;
- Co-ordinate the activities of UNDP in the field of TCDC with those of other organizations of the United Nations system in the field of TCDC.

5000 (continued)

3.5 Information

- Expand, strengthen, promote and maintain the efficient use of the UNDP Information Referral System (INRES) and establish appropriate linkage with national and regional information systems and/or focal points;
- Enhance the capacity of developing countries, at their request, to extend technical co-operation by organizing and maintaining up-to-date dossiers of available expertise, training facilities, equipment, supplies and consultancy services;
- Collect and disseminate information on potential sources for financing TCDC;
- Promote channels of communication with appropriate inter-governmental and non-governmental organizations so as to widen the awareness of TCDC and thereby generate financial and other support for TCDC activities.

3.6 Training

- Organize training for the professional staff of developing countries at their request and of the United Nations system in subjects relating to the promotion of TCDC;
- Organize seminars, symposia, working groups, etc., on specific aspects as well as on the general question of TCDC, and assist in undertaking studies and in the preparation of documentation for them.

3.7 Promotional activities

- Manage the portion of Special Programme Resources and other funds allocated for the promotion of TCDC.

## CHAPTER VI

### UNITED NATIONS SUDANO-SAHELIAN OFFICE

6000 GENERAL

#### 1.0 Organization

The General Assembly, in its resolution 3054 (XXVIII) of 17 October 1973, established the United Nations Sudano-Sahelian Office (UNSO). Full responsibility for the administration, control and operation of UNSO was transferred by the Secretary-General from the Office of the Under-Secretary for Political and General Assembly Affairs to the Administrator of UNDP. UNSO, headed by a Director who reports to the Administrator, is composed of a headquarters in New York and a regional office in Ougadougou, Upper Volta.

#### 2.0 Overall responsibility

The United Nations Sudano-Sahelian Office:

- Assists the drought-stricken countries of the Sahel (Cape Verde, Chad, the Gambia, Mali, Mauritania, Niger, Senegal and Upper Volta) and their regional organization, the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS), in the implementation of their medium-term and long-term drought recovery and rehabilitation programme;
- Assists, on behalf of UNEP and under a joint UNEP/UNDP venture, a group of designated countries of the Sudano-Sahelian region in the implementation of the United Nations Plan of Action to Combat Desertification (Benin, Cape Verde, Chad, Djibouti, Ethiopia, the Gambia, Guinea, Guinea-Bissau, Kenya, Mali, Mauritania, Niger, Nigeria, Senegal, Somali Democratic Republic, Sudan, Uganda, United Republic of Cameroon and Upper Volta).

6000 (continued)

3.0 Functions

The United Nations Sudano-Sahelian Office:

- Co-ordinates the activities of the United Nations system related to the medium-term and long-term recovery and rehabilitation of the drought-stricken countries of the Sudano-Sahelian region;
- Assists the countries of the Sudano-Sahelian region in planning and formulating programmes and projects for drought recovery/rehabilitation and desertification control as well as land management strategy;
- Mobilizes resources for the implementation of the priority projects of the Sudano-Sahelian countries dealing with medium and long-term drought recovery/rehabilitation and desertification control activities, either on a bilateral or multilateral basis, or through contributions to the United Nations Trust Fund for Sudano-Sahelian Activities;
- Manages the United Nations Trust Fund for Sudano-Sahelian Activities and monitors the implementation of priority projects and programmes dealing with drought recovery/rehabilitation and desertification control.

## CHAPTER VII

### ENERGY OFFICE

#### 7000 GENERAL

#### 1.0 Organization

1. The Governing Council, in decision 80/27 adopted at its twenty-seventh session in June 1980, established the Energy Account. The Administrator was authorized to seek and accept voluntary contributions to help meet the priority needs of developing countries in the field of energy. In August of 1982, the Administrator created the Energy Office.

2. The Energy Office is headed by a Director who reports to the Associate Administrator.

#### 2.0 Overall responsibility

The Energy Office is responsible for providing assistance and substantive technical advice for projects, in the field of energy, financed by the programme and various trust funds under the overall management of the Administrator.

#### 3.0 Functions

The principal functions of the Energy Office are to:

- Provide substantive technical advice to the programme and to the various special funds which are under the overall management of the Administrator in the field of energy;
- Assist in the formulation of projects, particularly those in the area of new and renewable energy and where the transfer from developed to developing countries of sophisticated technology is involved; and appraise such projects technically;
- Ensure harmonization and integration of UNDP-administered programmes and funds in the field of energy;



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7000 Subsection 3.0 Functions (continued)

- Work closely with the World Bank and other specialized agencies active in the energy field, and in particular, with the Office of the Director-General for Development and International Economic Co-operation in the implementation of the Nairobi Programme of Action on New and Renewable Sources of Energy;
- Establish overall policy guidance for UNDP and its associated funds and programmes through the Energy Policy Group which is chaired by the Associate Administrator and for which the Energy Office is the secretariat;
- Manage the Energy Account.

## CHAPTER VIII

### BUREAU FOR FINANCE AND ADMINISTRATION

#### 8000 GENERAL

#### 1.0 Organization

1. The Bureau for Finance and Administration (BFA) is composed of a directorate and the following organizational units:

- Division of Finance;
- Division of Personnel;
- Division of Management Information Services;
- Division for Administrative and Management Services;
- Emergency Co-ordination Unit;
- Division of Audit and Management Review. a/

2. The organizational structure of the Bureau is shown in the chart on page 3 of this section.

3. The Bureau is directed by an Assistant Administrator.

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a/ The Division of Audit and Management Review (DAMR) is administratively part of the BFA. The Director of DAMR has direct access to the Administrator who, however, for routine audits, particularly when BFA operational activities are not affected, has delegated his authority to the Assistant Administrator, BFA.

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8000 (continued)

2.0 Overall Responsibility

The Bureau is responsible for providing policy guidance and support to the organization and associated funds in the areas of finance, personnel administration, general administration, emergency co-ordination, audit and management analysis and information systems.

3.0 Functions

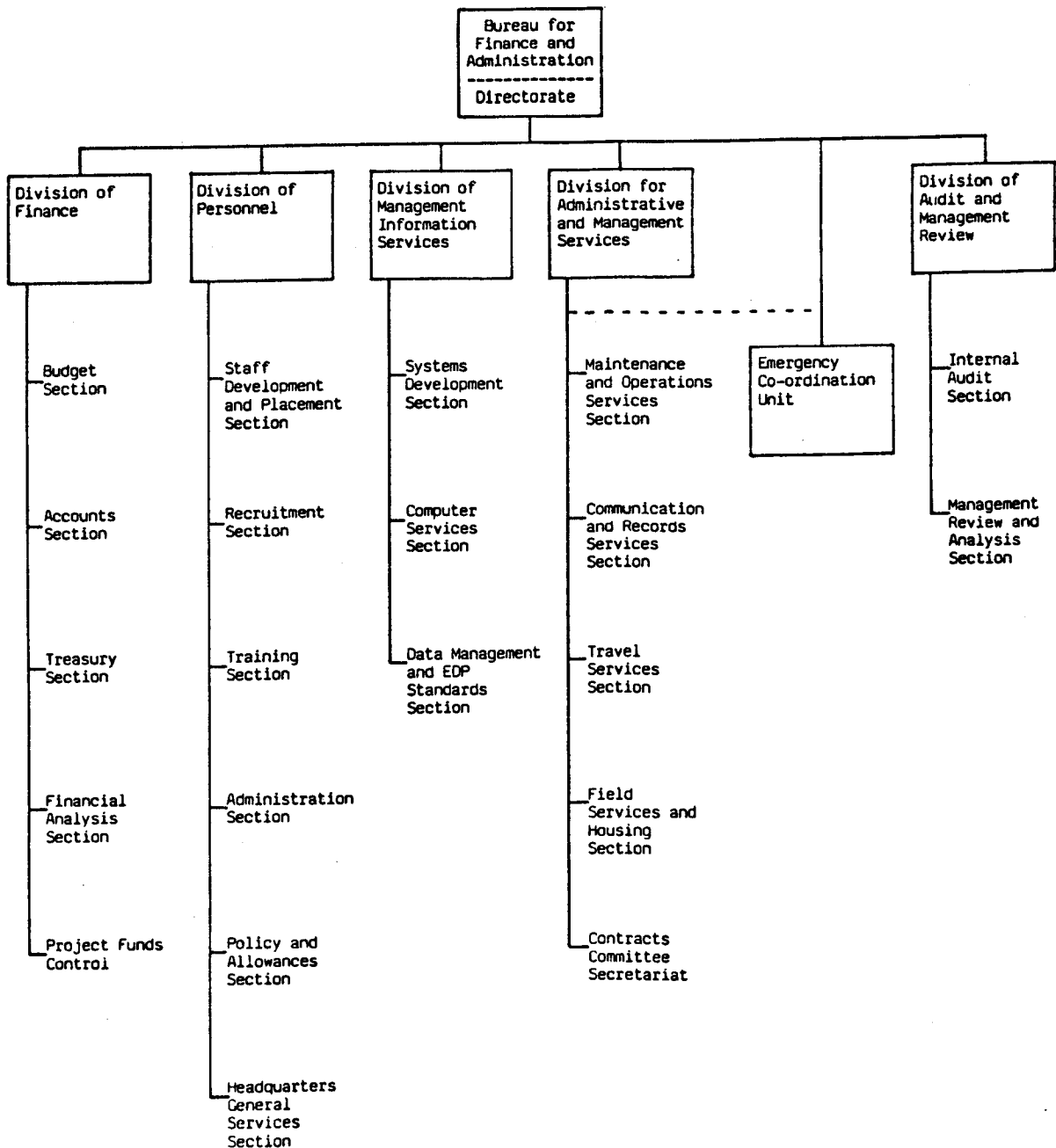
The principal functions of the Bureau are to:

- Advise the Administrator on financial and administrative policy and act on his behalf in ensuring a co-ordinated policy on administrative, financial and management matters;
- Establish principles and standards for effective and efficient management of the resources of the organization;
- Represent the Administrator on matters relating to finance, administration and management in meetings of the Governing Council, United Nations legislative organs and organizations in the United Nations common system, as appropriate;
- Maintain information flows with, and provide support to, resident representatives on all matters of mutual concern;
- Follow-up on organizational unit financial and management audits and reports that bear on the management of the resources of the organization.

The Assistant Administrator performs the following specific functions:

- Chairs the Consultative Group on Staff Matters. This group brings together senior management and representatives of the Staff Council to confer on matters of common concern;
- Acts as Chief Procurement Officer of the organization. This involves approval, as appropriate, of the recommendations of the Contracts Committee;
- Chairs the Managerial Advisory Group on Information Systems.

Organization chart, Bureau for Finance and Administration



## 8100 DIVISION OF FINANCE

### 1.0 Organization

1. The Division of Finance is composed of the directorate and the following organizational units:

- Budget Section;
- Accounts Section;
- Treasury Section;
- Financial Analysis Section;
- Project Funds Control. a/

2. The Director of the Division of Finance reports to the Assistant Administrator, BFA, and is responsible for managing those functions which guide and support the effective administration of the financial resources of the organization.

3. The organizational structure of the Division is shown on page 3 of this section.

### 2.0 Overall responsibility

The Division is responsible for developing and applying budgetary, accounting and financial policies and procedures.

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a/ Staff for Project Funds Control are outposted to regional bureaux.

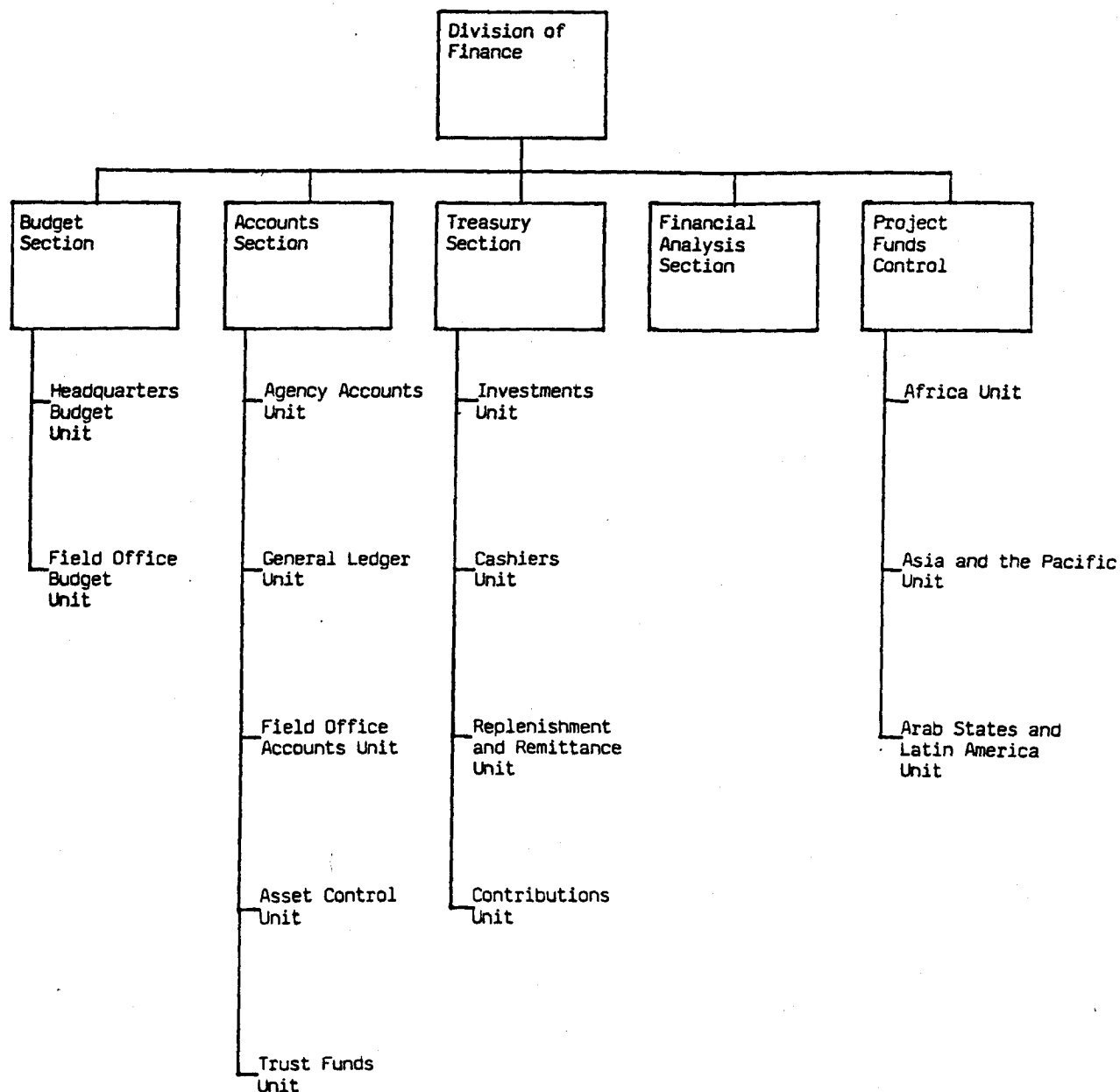
8100 (continued)

3.0 Functions

The principal functions of the Division are to:

- Formulate and apply the financial policies, procedures, regulations, rules, and guidelines of UNDP;
- Prepare proposed biennial budgets as well as financial reports on the use made of resources for submission to the Governing Council;
- Develop measures leading to common administrative and financial policies, procedures and practices in collaboration with the specialized agencies, IAEA and other bodies;
- Designate certifying and approving officers, and prescribe the nature and extent of the accounts to be maintained at headquarters and in the field offices;
- Conduct periodic reviews of expenditures; and recommend, where appropriate, write-offs of losses of cash, stores and other assets as provided under the Financial Regulations on a programme-by-programme basis.

Organization chart, Division of Finance - BFA



## 8101 BUDGET SECTION

The Budget Section is composed of two units:

- Headquarters Budget Unit;
- Field Office Budget Unit.

This Section participates in the activities of the Division of Finance by performing budgeting functions in respect of UNDP activities for all funds administered by UNDP as well as related extrabudgetary activities as follows:

### 1.0 Budget formulation and revision

Prepares the proposed biennial budget for the organization's administrative expenses. This involves:

- Development of methods to project the cost of the programme support and administrative services of the organization;
- Issuance of appropriate guidelines for making budget estimates and suitable format for ensuring uniformity of presentation;
- Revision and analysis of budget submissions;
- Analysis of the impact of currency and inflation movements on the administrative budget;
- Assistance to the Administrator or his representatives at the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Governing Council.

### 2.0 Budget implementation and control

Ensures that expenditures remain within approved appropriations. This involves:

- Maintaining staffing table control for international, field service, headquarters general service and local staff;



8101 Subsection 2.0 Budget implementation and control (continued)

- Issuing and reviewing allotments to the field offices and headquarters organizational units;
- Reviewing budget to actual expenditure reports and preparing appropriate management reports drawing attention to over-expenditures;
- Performing other functions which may be required to improve the control and reporting of the financial activities of UNDP and its related funds and programmes.

3.0 Headquarters Budget Unit

- Performs the functions listed above in respect of UNDP headquarters organizational units and the other funds administered by UNDP as well as the maintenance of the staffing table control.

4.0 Field Office Budget Unit

- Performs the functions listed above in respect of all field offices for all sources of funds, including extra-budgetary sources of funds.

8102 ACCOUNTS SECTION

The Accounts Section is composed of five units:

- Agency Accounts Unit;
- General Ledger Unit;
- Field Office Accounts Unit;
- Asset Control Unit;
- Trust Funds Unit.

8102 (continued)

The Section performs the following general functions:

- Designs and implements accounting systems for maintaining the accounts of UNDP, UNFPA and UNDP-administered trust funds. This includes assisting in the formulation of financial and accounting policies and procedures and prescribing the nature and extent of the accounts to be maintained by the Office of Project Execution, field offices, participating and executing agencies, government implementing agencies and other offices away from headquarters, e.g. liaison offices etc.;
- Prepares annual and interim financial reports as well as such other information and explanations as may be required by the Administrator, Internal Audit Section and the Board of Auditors;
- Performs the approving functions for headquarters transactions;
- Receives and reconciles periodic accounting statements submitted by field offices and executing agencies for UNDP, UNFPA and UNDP-administered trust funds;
- Examines, computes and approves disbursements, including salaries and payments, and recovers charges made against individuals and organizations;
- Recommends write-offs of losses of cash, stores and other assets, as provided under the Financial Regulations;
- Records payment of financial claims made against the organization;
- Participates in ensuring compliance with appropriate financial instructions regarding contracts;

8102 (continued)

- Ensures the validity of outstanding obligations and cancels those considered to be invalid or which have remained outstanding for 12 months following the end of the financial period to which they relate;
- Performs other functions which may be required to improve the control and reporting of the financial activities of UNDP.

The five units of the section perform the following specific functions:

1.0 Agency Accounts Unit

- Maintains operating fund accounts for all participating and executing agencies and periodically reconciles these with the accounting records maintained by each agency;
- Records IOV charges reported by field offices for agency and headquarters accounts;
- Maintains accounting records for government-executed projects;
- Consolidates agency annual audited statements for presentation to the Governing Council.

2.0 General Ledger Unit

- Co-ordinates and prepares interim and annual financial statements for UNDP, liaises with DMIS and assists in the development of computer systems and systems enhancements which respond to the needs of the Accounts Section;
- Maintains the General Ledger and Financial Reporting System and the UNDP Chart of Accounts.

3.0 Field Office Accounts Unit

- Examines and processes monthly accounts received from field offices, including data relating to pension fund contributions for local staff;
- Provides comments and guidance to field offices, and participates in the training of local staff in connection with the maintenance and submission of accounting records;

8102 Subsection 3.0 Field Office Accounts Unit (continued)

- Participates in the preparation and issuance of accounting instructions, manuals and other documentation to field offices;
- Provides on-site assistance to field offices in the training of finance staff and the resolution of significant accounting problems through the facility of Roving Finance Officers.

4.0 Asset Control Unit

- Reconciles all headquarters bank accounts;
- Approves and processes payments to UNDP vendors, suppliers and to staff members;
- Records charges incurred by the United Nations on behalf of UNDP and maintains accounting records to reflect the status of such transactions;
- Records and recovers amounts due from existing and separated staff members;
- Records currency conversion actions;
- Records miscellaneous accounts payable transactions.

5.0 Trust Funds Unit

- Performs the accounting functions of UNFPA and UNDP-administered trust funds, including the recording of allocations and expenditures for projects executed by agencies;
- Records contributions for the JPO Programme, and prepares quarterly and annual financial statements and reports for donor Governments and UNDP/UNFPA management.

## 8103 TREASURY SECTION

The Treasury Section is composed of four units:

- Investments Unit;
- Cashiers Unit;
- Contributions Unit;
- Replenishment and Remittance Unit.

The Treasury performs the following general functions:

- Prepares forecasts of income, cash position, and cash flows based on income and expenditure projections;
- Records actual receipts and disbursements against forecasts;
- Prepares financial statements for the Administrator's reports to the Governing Council and interim statements on the status of contributions, investments, Housing and Operational Reserves, accumulating currencies and cash flows;
- Identifies cash flow problem areas and advises management of impending utilization of the Operational Reserve;
- Advises on the availability of currencies and proposes their utilization;
- Authorizes the acceptance of currencies other than US dollars against dollar credits by individuals and United Nations system organizations.

8103 (continued)

The Units of the Section perform the following functions:

1.0 Investments Unit

- In consultation with the United Nations, establishes the United Nations Operational Rate of Exchange for those countries in which UNDP maintains a field office and informs field offices and other United Nations systems organizations of the rates;
- Authorizes the opening and closing of bank accounts;
- Authorizes changes in the signatory panels of all bank accounts;
- Approves and transfers funds to cover interfund settlements;
- Invests cash balances in excess of immediate requirements;
- Transacts and records purchases and sales of currencies.

2.0 Cashiers Unit

- Reviews and verifies payment vouchers;
- Prepares and distributes cheques;
- Cancels and recalls payment instructions to banks;
- Issues instructions to stop payment of official cheques.

3.0 Contributions Unit

- Maintains the official records of all amounts due to UNDP from Governments and non-governmental organizations;
- Develops and co-ordinates methods and guidelines to ensure the prompt collection of funds;
- Establishes the technical arrangements for the Annual Pledging Conference and, in collaboration with the Division of Information, manages the dissemination of information on the results of the Conference;

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8103 Subsection 3.0 Contributions Unit (continued)

- Reports on government contributions, and acknowledges payments by governmental and other sources;
- Projects cash inflows by currency, and contributor and prepares actual income to forecast statements.

4.0 Replenishment and Remittance Unit

- Establishes the level of the Field Office operating funds, and authorizes the remittance of funds to field offices;
- Establishes the level of funds to be provided to executing agencies, and authorizes remittances of funds to the agencies;
- Records the receipt of funds from the executing agencies to cover non-UNDP-funded expenditures, and authorizes payment of such amounts by field offices;
- Forecasts cash outflows by currency and recipient, and prepares actual to forecast statements;
- Reviews and manages zero balance checking accounts;
- Initiates stop payment orders.

## 8104 FINANCIAL ANALYSIS SECTION

This Section performs the following functions:

- Prepares regular, interim and ad hoc financial reports, statements and forecasts relating to the main and supplementary programmes including reports to highlight financial trends and problems with appropriate analysis and interpretations;
- Receives, validates and records aggregate and project level expenditure data from the agencies and, in collaboration with DMIS, maintains expenditure data bases of UNDP Programme and Project Management Systems;
- Reviews trends in major categories of programme expenditures to ensure that they are developing according to plan at the aggregate and major component levels and reports on deviations;
- Provides analysis and comments on programme expenditure data, taking into account such factors as changes in UNDP accounting practices and recording and reporting on financial transactions by agencies;
- Monitors, reviews and reports on average costs for experts in UNDP-financed projects, and reviews agency pro formas of expert costs used for project budgeting purposes;
- Reviews and evaluates, on an on-going basis, the continued need for uniformity and the relevance of reporting requirements for programme financial data from executing agencies and field offices, and develops, revises and issues detailed instructions for such reporting.



## 8105 PROJECT FUNDS CONTROL

Staff for Project Funds Control are posted to the regional bureaux and the Unit for Europe. They perform the following functions:

- Assist and contribute, in collaboration with the regional bureau to the development of policies and procedures which relate to new modalities and sources of programme financing;
- Review and recommend improvements in programme and project financial and administrative procedures and internal systems for financial management in field offices;
- Advise bureau and field staff on the interpretation and uniform application of existing financial policies and procedures as a measure to help ensure adherence to the Financial Regulations and Rules and Policy Guidelines issued by the Administrator;
- Analyse the annualized Authorized Budget Levels (ABL) framework for country and regional programmes in consultation with resident representatives and others concerned as an aid in ABL management;
- Maintain overall financial control of the country and regional programmes, prepare monthly reports thereon and ensure that approved and anticipated budget levels do not exceed ABLs. For this purpose, the Project Funds Control staff monitors and provides financial clearance for new approvals/revisions;
- Alert bureaux and DOF to countries for which projected expenditures are not in line with ABLs;
- Review project implementation as it relates to expenditures reported by agencies to ensure that recorded expenditures do not exceed budget ceilings;
- Review mandatory project rephasing exercises to ensure that these are completed on schedule and that unrephased amounts are taken into account in resource planning;

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8105 (continued)

- Assist, in collaboration with the regional bureaux, in the identification of problems and programme trends in the region, including implementation rates by agency and country, and as necessary recommend corrective measures;
- Conduct, analyse and provide to the concerned division of the bureaux comments on the financial aspects of the Country Programme Management Plans;
- Assemble and review project budget and control records for country and regional projects for the bureau concerned;
- Review annually, in collaboration with the Treasury Section, the records of payments made relating to cost sharing budgets; and make apportionment of annual expenditures between IPF and cost sharing, ensuring that cost sharing expenditures do not exceed payments;
- Prepare periodic summary and exception reports on the financial status of the country and regional programmes and assist in the preparation of the Regional Programme Management Plan;
- Review and provide comments on the financial aspects of the draft country programme documents;
- Establish records, as are necessary, for the monitoring of project formulation and implementation as they relate to the approved country programme;
- Review and comment on the accuracy and completeness of the budgetary and financial aspects of project budget requests/revisions received by the bureau and advise on the compliance of these with administrative budgetary and financial policies;
- Monitor the project-by-project requirement for submission of project fact sheets and follow-up to ensure these are prepared in a timely manner when required.

## 8200 DIVISION OF PERSONNEL

### 1.0 Organization

1. The Division of Personnel is composed of a Directorate and the following units:

- Staff Development and Placement Section;
- Recruitment Section;
- Training Section;
- Administration Section;
- Policies and Allowances Section;
- Headquarters General Service Unit.

2. The Director of the Division of Personnel reports to the Assistant Administrator, BFA, and is responsible for developing and implementing personnel policies and procedures with respect to recruitment, staff development, training, salaries and allowances and general personnel administration.

3. The organizational structure is shown on the chart on page 3 of this section.

### 2.0 Overall responsibility

The Division is responsible for the implementation of policies and procedures in respect of the management of human resources.

### 3.0 Functions

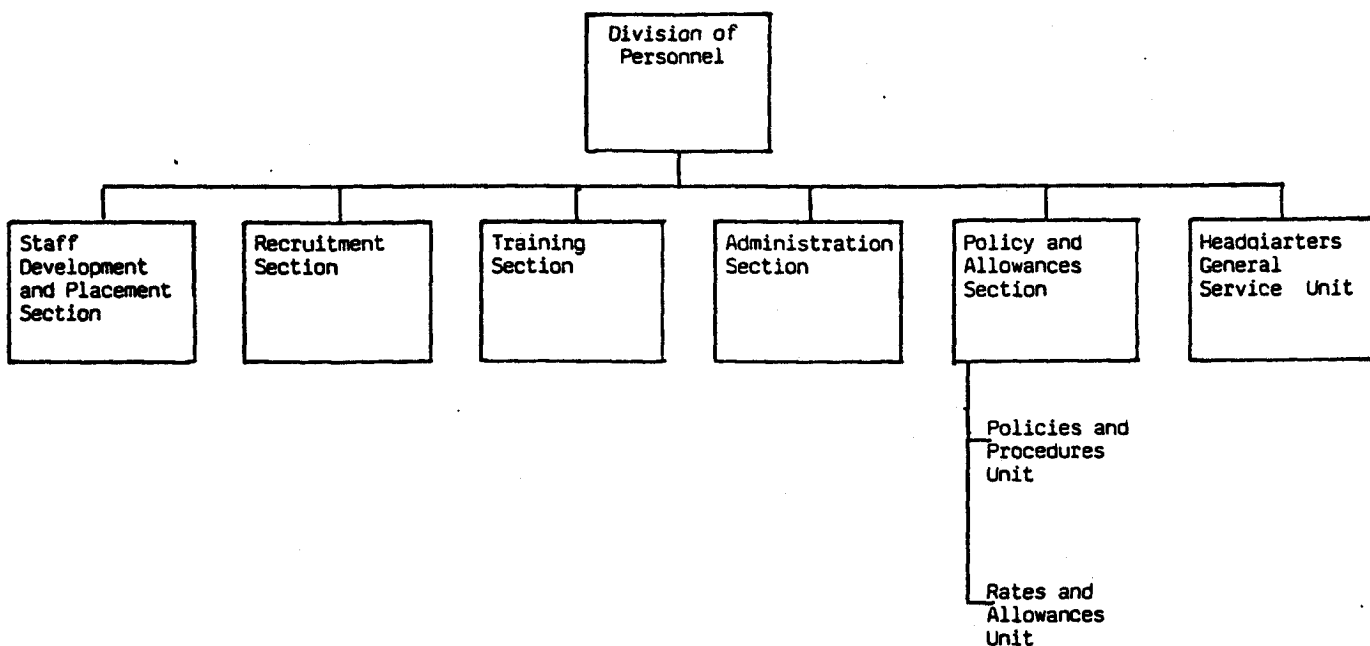
The principal functions of the Division are to:

- Plan and co-ordinate activities which support the effective and efficient use of the organization's human resources;
- Review and evaluate the effectiveness of personnel policies and functions;
- Develop personnel policies and procedures and insure that these are reflected in the manuals of the organization;

8200 Subsection 3.0 Functions (continued)

- Interpret Staff Regulations and Rules as required;
- Represent UNDP before the Joint Appeals Board and in other elements of the appeals process;
- Deal with matters relating to claims and security of staff as appropriate;
- Represent UNDP in various inter-agency and United Nations bodies on personnel policies and related matters and present UNDP position papers as appropriate;
- Assist in the formulation of guidelines for appointment and promotion bodies and serve as the secretariat;
- Develop and implement a manpower development and deployment plan;
- Develop and maintain a job classification programme;
- Develop and maintain a personnel information system;
- Provide training according to identified needs;
- Establish and maintain an effective mechanism to deal with matters connected with the review of salaries.

Organization chart, Division of Personnel



## 8201 STAFF DEVELOPMENT AND PLACEMENT SECTION

The Staff Development and Placement Section performs the following functions:

- Plans career development of staff members in consultation with them;
- Plans the placement and reassignment of professional staff;
- Develops and maintains the performance evaluation system for UNDP headquarters staff;
- Serves as the secretariat of the appointment and promotion bodies and prepares the annual promotion reviews;
- Maintains the classification of all UNDP posts, and serves as the secretariat of the Job Classification Panels;
- Maintains the personnel information system, and undertakes other personnel information activities as required (statistics, staff listings, etc.).

## 8202 RECRUITMENT SECTION

The Recruitment Section performs the following functions:

- Develops and implements policies and procedures governing the recruitment of professional staff to UNDP;
- Develops recruitment plans and recruits international professional staff;
- Liaises with recruitment sources, e.g. agencies in the common system, other international organizations, non-governmental organizations, national recruitment services, universities, the private sector, etc., as a measure to identify qualified candidates;
- Negotiates training and cost agreements with Governments relative to the provision and placement of Junior Professional Officers (JPOs) to UNDP;

8202 (continued)

- Prepares and disseminates recruitment information material;
- Maintains rosters of candidates for professional and consultancy posts;
- Prepares appointment proposals for consideration by the appointment and promotion bodies;
- Recruits field service staff and consultants;
- Interprets and clarifies recruitment and appointment policies for offices away from headquarters;
- Recommends placement for JPOs, taking into consideration training requirements.

8203 TRAINING SECTION

The Training Section performs the following functions:

- Guides and monitors implementation of policies and procedures governing training of staff;
- Plans and reviews the organization's training needs;
- Co-ordinates training programmes and policy with that of other United Nations system organizations, and provides representation for UNDP on the CCAQ Sub-Committee on Staff Training;
- Approves field office training plans;
- Designs and issues procedural guidelines and pedagogical materials for field staff designated as Training Co-ordinators;
- Provides guidelines on country-specific orientation for staff assigned to field offices;
- Designs, and co-ordinates programmes of in-service training courses to improve skills and enhance job-related knowledge and skills;

8203 (continued)

- Develops a training programme to assist in the orientation of staff relative to the organization's policies and procedures;
- Co-ordinates a programme of language training for headquarters and field office staff in languages necessary for staff effective performance;
- Counsels and advises staff members on relevant training opportunities and educational possibilities;
- Co-ordinates the selection and administers the placement of UNDP staff members in appropriate courses offered by United Nations and inter-governmental organizations, bilateral programmes, universities, specialized institutes and firms to enhance skills directly related to effective performance of job duties;
- Assesses and approves proposed study programmes of staff members requesting special leave for study purposes;
- Appraises applications and administers all facets of the UNDP Educational Assistance Programme designed to further individual self-development efforts of staff;
- Prepares and distributes Pre-arrival Information Kits for newly-recruited international staff, interns and JPOs;
- Consults regularly with the Advisory Committee on Training Needs and provides the ex officio member to the Committee.



## 8204 ADMINISTRATION SECTION

The Administration Section conducts its activities through Personnel Officers whose duties and responsibilities are assigned regionally as follows:

- Asia and the Pacific;
- Latin America, Arab States, and Europe;
- Africa;
- UNDP and UNFPA headquarters staff (except professional staff assigned to a regional bureau as above).

The Administration Section performs the following functions:

- Administers entitlements, salaries, allowances and grants as they affect individual staff members in accordance with the Staff Rules and Regulations and personnel policies of the organization;
- Processes appointments, extensions of contracts, reassignments, secondments, loans, transfers, promotions, separations, etc. including the related personnel actions and travel authorizations;
- Counsels, guides and briefs staff members on matters relating to personnel policies and procedures;
- Reviews administrative actions of field offices on matters relating to locally recruited staff and reviews staffing tables to ensure compliance with policy and budget;
- Reviews recommendations in respect of locally recruited staff for accelerated promotions, conversion to probationary appointments, appointments/conversions of national officers and ensures that appropriate requirements are satisfied;
- Advises field offices on locally recruited personnel management problems, and corresponds with field offices on applicability of Staff Rules and administrative directives and instructions;
- Provides on-site assistance to field offices in the training of administrative staff involved with personnel administration and the resolution of significant personnel problems through the facility of Roving Personnel Officers;

8204 (continued)

- Approves discretionary decisions under the Staff Rules and Regulations;
- Co-ordinates administrative actions relating to the nomination and movements of resident representatives/resident co-ordinators;
- Maintains individual files on all staff and provides basic data for the Automated Personnel Services;
- Maintains attendance records (annual and sick leave) for all staff at headquarters and resident representatives and reviews attendance records of field staff;
- Approves vacation schedules of all internationally recruited field staff as well as those at headquarters after determination of entitlements.

8205 POLICIES AND ALLOWANCES SECTION

1. The Policies and Allowances Section is composed of the Rates and Allowances Unit and the Policies and Procedures Unit.

2. The Rates and Allowances Unit performs the following functions:

- Organizes and reviews data from surveys on rates and allowances and prepares reports and recommendations for changes based on these;
- Analyses job description and salary history to recommend grade classification of newly recruited staff;
- Provides management information for meetings of various bodies dealing with rates and allowances matters, e.g. United Nations and UNDP Staff Committees, CGSM, JAC, CCAQ and ICSC;
- Administers, in co-operation with the Division for Administration and Management Services, the Rental Subsidy Scheme.

8205 (continued)

3. The Policies and Procedures Unit performs the following functions:
- Reviews existing personnel policies, conducts appropriate studies and develops proposals for new or revised policies;
  - Coordinates the development and maintenance of personnel manuals;
  - Serves as focal point for preparation and distribution of circulars on matters affecting staff welfare and conditions of service;
  - Advises field offices on interpretation of personnel policy;
  - Coordinates the actions relating to the National Officer scheme in field offices;
  - Administers, in cooperation with ICSC, the scheme for classification of hardship duty stations;
  - Liaises with other UN organizations on matters concerning personnel policy.

## 8206 HEADQUARTERS GENERAL SERVICE UNIT

The Headquarters General Service Unit performs all personnel functions associated with general service staff of UNDP, UNFPA and funds under the authority of the Administrator. This unit performs the following functions:

- Ascertains the headquarters general service staffing requirements in accordance with staffing tables, advertises vacancies, schedules interviews and tests for potential candidates;
- Recruits candidates as required and recommends terms of employment;
- Plans career development of general service staff members;
- Places and reassigns general service staff in consultation with organizational units and staff members concerned;
- Administers contract extensions and conversions;
- Serves as secretariat to the Appointment and Promotion Panel;
- Prepares the annual promotion reviews and recourse documentation;
- Serves as secretariat to the Advisory Group on Special Post Allowances.

## 8300 DIVISION OF MANAGEMENT INFORMATION SERVICES

### 1.0 Organization

1. The Division of Management Information Services is composed of a Directorate and the following three units:
  - Systems Development Section;
  - Computer Services Section;
  - Data Management and EDP Standards Section.
2. The Director, Division of Management Information Services, reports to the Assistant Administrator.
3. The organizational structure of the Division is shown on page 3 of this section.

### 2.0 Overall responsibility

The Division is responsible for providing information processing for matters dealing with finance, administration and the programme of UNDP. Its scope also includes recommendations for the acquisition and use of all electronic data and word processing equipment.

### 3.0 Functions

The principal functions of the Division are to:

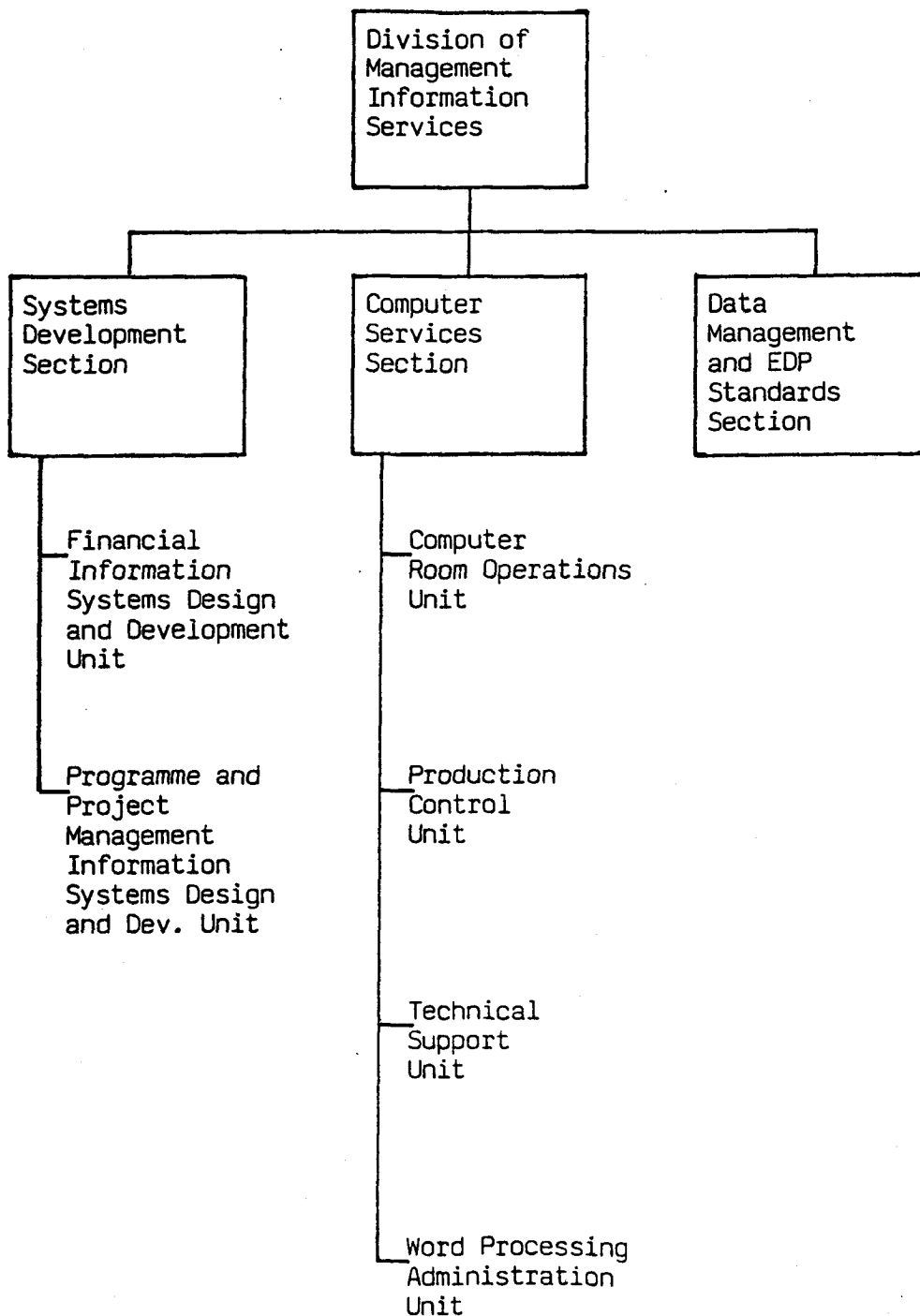
- Plan, administer, and co-ordinate information processing services;
- Develop and administer policies for the design and operation of integrated information systems;
- Participate on inter-agency boards and committees which deal with co-ordination and co-operation in electronic data processing (EDP) and related information systems matters;
- Establish standards and guidelines for EDP installations and systems;

8300 Subsection 3.0 Functions (continued)

- Report on costs, benefits and operations of computerized information systems;
- Recommend improvements, where necessary, of existing information systems;
- Respond to requests from users for data processing and computer-oriented information services, perform specific cost and feasibility studies and, through consultations with parties concerned, establish priorities;
- Provide instruction on EDP information systems activities.

The Director of the Division serves as the Secretary to the MPG which establishes management information system policy.

Organization chart, Division of Management Information Services - BFA



## 8301 SYSTEMS DEVELOPMENT SECTION

This Section is composed of two units:

- Financial Information Systems Design and Development;
- Programme and Project Management Information Systems Design and Development.

These units perform the following functions:

- Undertake systems analyses to determine specific output requirements to serve both the financial and personnel information systems of the organization and carry out the necessary design work or make appropriate arrangements with consultants;
- Conduct technical feasibility and cost studies on the use of EDP systems, as appropriate;
- Provide programming services as required;
- Maintain current information on information systems and computer technology;
- Liaise with the New York Computing System (NYCS) on systems services performed on behalf of UNDP.

## 8302 COMPUTER SERVICES SECTION

This Section is composed of the following units:

- Computer Room Operations Unit;
- Production Control Unit;
- Technical Support Unit;
- Word Processing Administration Unit.



8302 (continued)

The units perform the following functions:

1.0 Computer Room Operations Unit

- Operates the Central Processing Unit and peripheral devices and monitors all linked telecommunications equipment providing computing facilities to other users of the organization;
- Operates and maintains security controls to safeguard the integrity of computer files located in the computer room;
- Conducts periodic back-ups of programme libraries to safeguard the integrity of installed software.

2.0 Production Control Unit

- Organizes and schedules regular production jobs at the appropriate computing centers;
- Verifies and processes production reports for routing to the users;
- Conducts periodic back-ups of production files to safeguard their integrity;
- Monitors and allocates computer file space allocated for production files;
- Liaises, as required, with the New York Computing Service (NYCS) and the International Computing Center (ICC) in Geneva.

3.0 Technical Support Unit

- Administers the installation, integration, operation and upgrading of computer software;
- Advises users on the proper and efficient use of software and system resources, and aids in the resolution of user programme problems;

8302 Subsection 3.0 Technical Support Unit (continued)

- Evaluates the performance of the Central Processing Unit and associated peripheral and telecommunication devices to determine when tolerance and capacities are being approached;
- Evaluates, recommends, and administers the installation of new equipment and software as required;
- Implements, monitors, and executes back-up and recovery procedures to prevent or rectify damage to system components;
- Maintains a current library of technical manuals on installed equipment and software.

4.0 Word Processing Administration Unit

- Administers the installation, control, and operation of word processing equipment;
- Provides technical expertise and advanced training to users of the word processing system;
- Evaluates the performance and utilization of word processing facilities.

8303 DATA MANAGEMENT AND EDP STANDARDS SECTION

This Section performs the following functions:

- Develops standards and monitoring tools for development of systems;
- Establishes procedures for EDP and information systems project management and control;
- Co-ordinates the use of the data dictionary and data base management systems;
- Plans and implements training of DMIS staff on data management activities;
- Supports data entry for on going systems.

## 8400 DIVISION FOR ADMINISTRATIVE AND MANAGEMENT SERVICES

### 1.0 Organization

1. The Division for Administrative and Management Services (DAMS) is composed of the Office of the Chief and the following sections:

- Maintenance and Operations Services Section;
- Communications and Records Services Section;
- Travel Services Section;
- Field Services and Housing Section.

2. The Chief of the Division for Administrative and Management Services reports to the Assistant Administrator.

3. The organizational structure is shown on the chart on page 3 of this section.

### 2.0 Overall responsibility

The Division is responsible for managing those services which guide and ensure effective administration. In particular, it is responsible for:

- Headquarters and field office accommodation;
- Equipment acquisition and supplies;
- Procurement;
- Property records;
- Communications (telephones, telex, etc.);
- Printing and distribution of manuals and documents;
- Archive and records storage and control;
- Mail and pouch operations;
- Travel;

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8400 Subsection 2.0 Overall Responsibility (continued)

- Housing in the field;
- Contracts Committee.

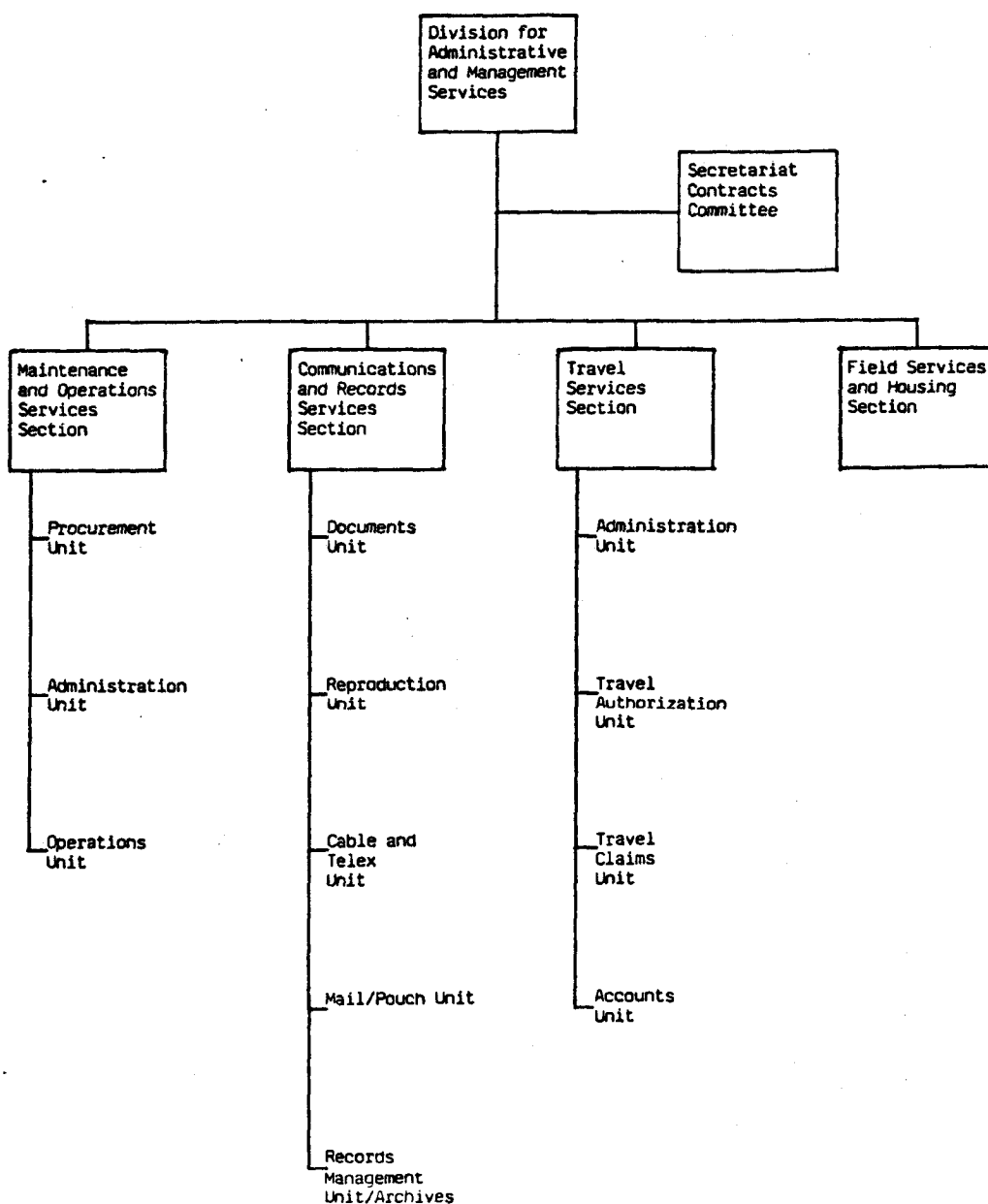
3.0 Functions

The Division performs the following principal functions:

- Develops and recommends policies and procedures relating to the services supplied by the Division;
- Prepares budget proposals for the Division and forecasts costs for services to be provided;
- Plans, administers and co-ordinates for headquarters the provision of services for travel, purchasing, communications, printing and document distribution;
- Plans, administers and co-ordinates for the field offices medical dispensaries, housing and other arrangements related to living conditions;
- Reviews operating costs of office machines and arranges for their replacement;
- Serves as the secretariat of the Contracts Committee and is responsible for the collection and distribution of background information, preparation of minutes and the distribution of information on decisions taken.

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Organization chart, Division for Administrative Management Services - BFA



## 8401 MAINTENANCE AND OPERATIONS SERVICES SECTION

This Section is composed of three units:

- Procurement Unit;
- Administration Unit;
- Operations Unit.

### 1.0 Procurement Unit

The Unit performs the following functions:

- Procures and contracts for the maintenance of office equipment and furniture for headquarters;
- Procures on request office equipment, stationery and vehicles for field offices;
- Procures all stationery and office supplies for headquarters;
- Reviews field office submissions for acquisition of furniture, equipment and vehicles and recommends appropriate levels of allocation;
- Reviews expenditures to insure compliance with allotted amounts per account (for furniture, equipment, office supplies and consumable items) for headquarters;
- Serves as the secretariat of the Headquarters Property Survey Board and acts as advisor, on request, to Local Property Survey Boards in the field offices.

### 2.0 Administration Unit

The Unit performs the following functions:

- Contracts for telephone installation, alterations, repair and maintenance and apportions usage charges at headquarters;
- Updates and publishes the UNDP telephone directory;
- Establishes budgetary levels for all allotment accounts assigned to MOSS for certification and monitoring purposes.

8401 (continued)

3.0 Operations Unit

The Unit performs the following functions:

- Negotiates leases for headquarters office accommodation and storage space, and initiates the processing of related rental payments;
- Plans future requirements for headquarters office accommodation, and arranges for the placement of headquarters units;
- Approves field office accommodations;
- Prepares estimates of costs and co-ordinates all changes to existing field offices accommodations;
- Co-ordinates safety and security measures for headquarters buildings.

## 8402 COMMUNICATIONS AND RECORDS SERVICES SECTION

The Communications and Records Services Section comprises five units:

### 1.0 Documents Unit

- Ensures correct file classifications according to subjects and nomenclature for all material to be printed;
- Maintains and updates document distribution lists for headquarters, field offices, agencies of the United Nations system and other recipients of UNDP documents;
- Distributes documents and other official material to designated UNDP staff, field offices, United Nations system agencies, and other organs affiliated with the organization.

### 2.0 Reproduction Unit

- Arranges, on behalf of UNDP, all contractual and internal printing, including collation and binding as required;
- Ensures that the UNDP "in-house" printing unit is cost effective and that correct maintenance of the existing equipment is carried out;
- Ensures that the UNDP "in-house" printing unit is up-to-date on techniques concerning:
  - offset presses;
  - offset cameras;
  - collation equipment;
  - binding machinery.

### 3.0 Cable and Telex Unit

- Ensures the effective and efficient operation of the cable and telex message centre of the organization;
- Monitors UNDP cable routings to ensure the most cost efficient routes;
- Maintains the appropriate cable/telex records to ensure proper message control and follow-up.



8402 (continued)

4.0 Mail/Pouch Unit

- Sorts and dispatches mail;
- Maintains records on priority mail handling;
- Announces pouch schedule changes;
- Investigates and follows up complaints on field office mail and pouch services and advises, when necessary, re-routing;
- Assures compliance with the use of the pouch service in accordance with the regulations, policies and procedures of the organization.

5.0 Records Management Unit/Archives

- Ensures that all units and field offices are adhering to the UNDP policy concerning records management and archiving;
- Receives all files, as required, for records storage and control;
- Transfers documents from records storage to archives according to the UNDP archival policies;
- Disposes of files from records storage according to the UNDP record management policy;
- Retrieves files/documents from record management storage or archives upon request.

## 8403 TRAVEL SERVICES SECTION

The Travel Services Section comprises four units:

- Administration Unit;
- Travel Authorization Unit;
- Travel Claims Unit;
- Accounts Unit.

This Section participates in the activities of the Division by performing the following functions:

- Computes, costs and obligates necessary funds for each travel authorization;
- Arranges all types of travel and shipment of personal effects and the associated insurance of such shipments;
- Defines airfare entitlements based on the most direct and economical routes;
- Calculates and processes travel advances;
- Provides travel cost estimates for budgetary purposes;
- Arranges hotel reservations in New York and issues tax exemption certificates to official visitors;
- Verifies travel expense claims and processes payments worldwide (through headquarters Treasury and/or field offices);
- Arranges for the recovery of overpaid travel advances entitlements;
- Verifies settlement of commercial invoices on air tickets, packing, shipping insurance and storage charges;
- Verifies air ticket and miscellaneous claims obligation refund claims through travel agent or field offices;

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8403 (continued)

- Clears travel advances and IOV suspense accounts;
- Verifies and liquidates travel IOVs and agency invoices;
- Reconciles all year-end travel accounts and transfers required funds to accounts receivable;
- Liquidates year-end unrequired balance of funds;
- Arranges worldwide issuance of consular visas, US G-4 and G-5 visas, and all types of United Nations travel documents;
- Presents claims of travelers of valid uninsured losses/damages to the United Nations Claims Board;
- Inspects field travel authorizations and field travel claims for compliance with the policies and procedures of the organization;
- Processes final clearance certificates;
- Maintains individual travel files (Registry);
- Advises all concerned on travel and shipping entitlements and clarifies the letter and the spirit of the related staff rules and instructions;
- Recommends changes/amendments to travel rules and regulations.

## 8404 FIELD SERVICES AND HOUSING SECTION

This Section performs the following functions:

- Co-ordinates the establishment, management and termination of housing and related activities in the field and monitors related Advance Recoverable Locally (ARLs);
- Monitors through rental deductions ARLs the payment of rental deductions as established by the Rates and Allowances Unit of DOP and co-ordinates the utilization of rental deduction funds;
- Co-ordinates the establishment and maintenance of medical dispensaries in the field;
- Updates and arranges for the production and distribution of the Country/Field Office Information Handbook, and the Quarterly Directory of Senior Officials, Resident Representatives and Deputy Resident Representatives;
- Follows up on the preparation and co-ordinates the distribution of countries Report on Living Conditions, Annual Summary of Field Office Organization, Field Office Directory and hand-over/take-over documents;
- Serves as focal point for the field on questions (other than security) concerning privileges, immunities, protocol and acceptance of gifts, honours and decorations.

## 8500 EMERGENCY CO-ORDINATION UNIT

### 1.0 Organization

The Emergency Co-ordination Unit (ECU) is administratively linked with the Division for Administrative and Management Services. The Chief of the Unit reports to the Assistant Administrator. In the absence of the Assistant Administrator, he reports to the Chief, Division for Administrative Management Services.

### 2.0 Overall responsibilities

The main responsibilities of the Emergency Co-ordination Unit are to:

- Provide within UNDP a focal point for communications related to crisis management in the field;
- Insure that field offices are prepared and possess the capacity to deal with such situations;
- Supervise Field Security Advisers in their work of assuring that field office security plans and facilities have the capacity to respond effectively to emergency situations.

### 3.0 Functions

The Emergency Co-ordination Unit performs the following principal functions:

- Reports all situations affecting the security of United Nations personnel and property in the field;
- Serves as the communications center of crisis information at UNDP headquarters from those Resident Representatives who serve as the designated official;
- Liaises with the United Nations Co-ordinator for Security Matters (ASG/OGS) as appropriate;

8500 Subsection 3.0 Functions (continued)

- Maintains close contacts with the Security Co-ordinators of all agencies of the United Nations system;
- Serves as a repository at UNDP headquarters for information on cases in which UNDP staff members or members of their immediate families have been arrested or detained;
- Reviews all security plans prepared by field offices and suggests adjustments when needed;
- Guides field offices on all matters dealing with security through briefings, correspondence and publications;
- Assists field offices in establishing adequate communication systems for security purposes;
- Advises and assists field offices in the procurement of security equipment and in the installation of protective measures;
- Arranges for and participates in visits to field offices by security and communications personnel.

## 8600 DIVISION FOR AUDIT AND MANAGEMENT REVIEW

### 1.0 Organization

The Division for Audit and Management Review is, administratively, part of the Bureau for Finance and Administration. The Director of the Division has direct access to the Administrator who, however, for routine audits, particularly when the Bureau for Finance and Administration's operational activities are not affected, has delegated his authority to the Assistant Administrator, Bureau for Finance and Administration.

### 2.0 Overall responsibility

The Division is responsible for providing the Administrator with a systematic and independent review and appraisal of the effectiveness of UNDP operations, management controls and operational methods. The Division also serves as the independent audit and system appraisal staff for UNDP operations, including financial and administrative operations both at UNDP headquarters and the field offices.

### 3.0 Functions

The Division performs the following principal functions:

- Determines that financial transactions are in compliance with the existing financial and staff regulations and rules and other administrative guidelines, that systems of internal controls are effective and efficient to ensure the protection of the organization's assets, and that resources are utilized economically and effectively;
- Develops the strategies and work plans necessary to ensure that management audit fulfils its general purpose and conforms to professional standards;

8600 Subsection 3.0 Functions (continued)

- Plans and carries out detailed organizational surveys, analysis of resource mobilization and studies on ways and means of bringing about administrative improvements in the overall operations both at headquarters and in the field offices;
- Liaises with the External Auditors as well as with the Internal Audit Units of other organizations of the United Nations system;
- Co-ordinates the establishment of, and revisions to, UNDP Policies and Procedures through the issuance of guidelines and directives.

8601 INTERNAL AUDIT SECTION

This Section performs the following functions:

- Plans and conducts management and financial audits of UNDP operations and other funds for which the Administrator is accountable;
- Reviews periodically financial transactions and associated management functions to ascertain or ensure compliance with established policies and procedures and, where applicable, recommends measures for enforcement and improvement;
- Reviews periodically organizational transactions having financial implications for UNDP and other funds under the authority of the Administrator, with particular reference to:
  - The regularity of the receipt, custody and disposal of all funds and other financial resources of the Programme;
  - The conformity of obligations and expenditures with the appropriations and other financial provisions voted by the Governing Council or the General Assembly and the allocations and allotments issued thereunder, or with the purposes and rules relating to trust funds and special accounts;



8601 (continued)

- The conformity of all of the above transactions with the rules relating thereto;
- The effective, efficient and economic use of the resources directly expended by UNDP;
- Reviews financial management and control procedures at headquarters as well as in field offices with a view to recommending measures for their strengthening and improvement;
- Reviews quantitative indicators regarding programme and project management, e.g. CPMP, IPF ledger, project approvals and budget, project expenditures and forecasts, etc. to evaluate the effectiveness of the field office in giving support to the Programme with a view to making recommendations for improvement when necessary;
- Performs all of the above functions for and at the request of UNFPA.

## 8602 MANAGEMENT REVIEW AND ANALYSIS SECTION

This Section performs the following functions:

- Conducts organizational and management studies with a view to improving information flows, performance of the units of the organization in the execution of directives and integration of the organization's management systems;
- Conducts or participates in feasibility studies with respect to the introduction of improved services, new technology, methods and standards, and actual practices at both headquarters and in field offices;
- Conducts productivity studies for specific categories of work, analyses and co-ordinates responses to work simplification suggestions, and helps in the implementation when appropriate;
- Reviews and clears all policy circulars, administrative instructions, information circulars, manuals and handbooks for publication and distribution;
- Assists user units with designing forms and ensures that these are properly documented in the appropriate manuals;
- Co-ordinates and assists in the management of effective systems for the development, updating and maintenance of manuals for the organization.

## CHAPTER IX

### BUREAU FOR PROGRAMME POLICY AND EVALUATION

#### 9000 GENERAL

#### 1.0 Organization

1. The Bureau for Programme Policy and Evaluation (BPPE) is composed of a Directorate, the Technical Advisory Division (TAD), the Central Evaluation Office (CEO), the Division for Policy Co-ordination and Procedures (PCP), the Investment Development Office (IDO), and the Documentation and Statistics Office (DSO).
2. The organizational chart of BPPE is on page 3 of this section.
3. The Bureau is directed by an Assistant Administrator.

#### 2.0 Overall responsibility

The Bureau for Programme Policy and Evaluation is responsible for ensuring that UNDP follows consistent and coherent policies. This entails the generation of new ideas and innovative policies as well as the co-ordination and evaluation of ongoing activities. Given the general policy nature of its task, BPPE co-operates closely with the Regional Bureaux and other operational units as well as with those Bureaux and divisions which are responsible for the administrative and financial aspects of UNDP's work.

#### 3.0 Functions

The principal functions of the Bureau are the following:

##### Policy definition:

- Advise the Administrator regarding overall programme policy. This includes the preparation of documents for the Governing Council;

##### Overall support:

- Translate decisions on overall policy into operational guidelines and procedures;

9000 Subsection 3.0 Functions (continued)

Technical backstopping:

- Support operational activities relating to programme and projects by providing independent technical advice to both headquarters and the field;

Evaluation:

- Development and monitoring of evaluation policy systems;
- Analysis and improvement of programme content and performance;
- Evaluation of programmes/projects both ongoing and ex-post;

Programme development:

- Take account of changing international issues and global priorities and reflect these in the programme as appropriate;

Inter-agency liaison:

- Keep in contact with agencies and other units of the United Nations system on substantive overall policy;

Investment development:

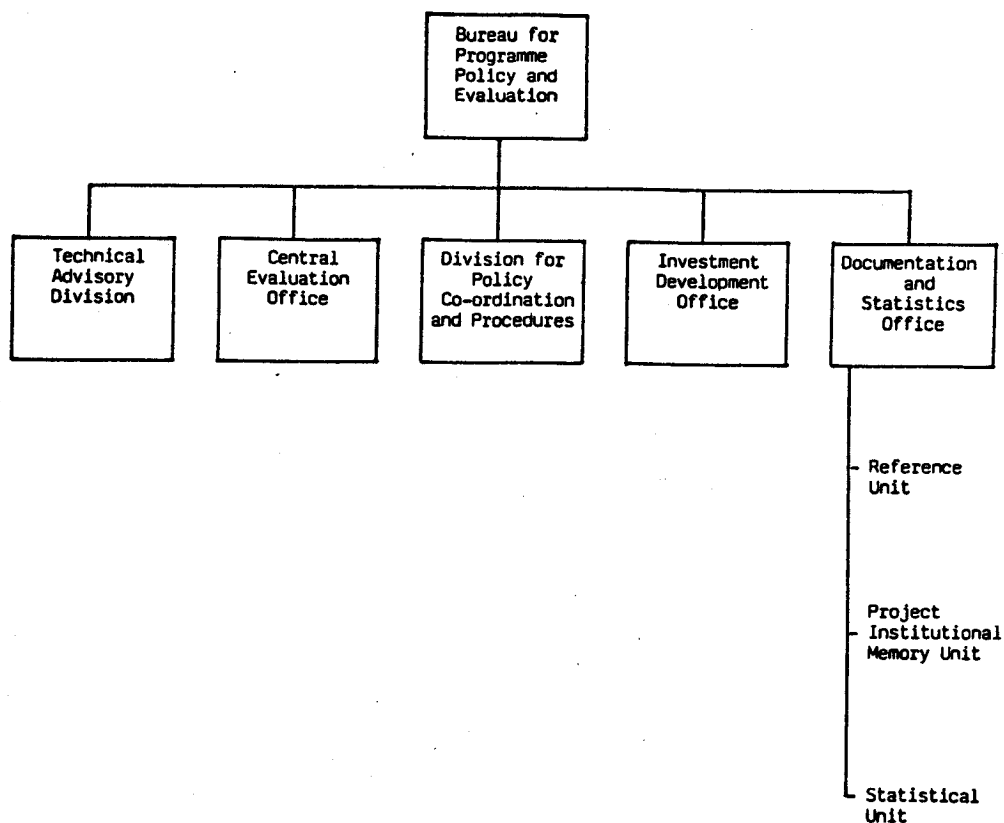
- Encourage investments by strengthening the pre-investment component of technical co-operation, by identification of investment potential of programmes/projects and by support to investment follow-up;

Documentation:

- Maintain and develop documentation in order to support other units of UNDP and to provide necessary statistical data and reports.

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Organization chart, Bureau for Programme Policy and Evaluation



## 9100 TECHNICAL ADVISORY DIVISION

### 1.0 Organization

1. The Technical Advisory Division (TAD) is headed by a Director, who reports to the Assistant Administrator.
2. The professional staff of the Division comprises technical specialists in the major technical, economic and social sectors covered by UNDP activities, and is supplemented by consultants, as required by the specialized nature of the assignments.

### 2.0 Overall responsibility

The Technical Advisory Division is responsible for providing sectoral and technical support to the operational bureaux and other units and funds in UNDP; participating in sectoral programming reviews, project appraisals, tri-partite reviews, evaluations and problem-solving reviews; and developing policy and guidelines for technical support activities.

### 3.0 Functions

The Division performs the following major functions:

- Provides technical support for the implementation of the programme, including participating in project identification, design, appraisal, monitoring, evaluation and follow-up;
- Participates in thematic evaluations on selected sectoral or sub-sectoral aspects of the Programme;

9100 Subsection 3.0 Functions (continued)

- Develops guidelines on the introduction of new technical concepts into the programme;
- Formulates or revises policies and procedures for technical support (in consultation with the Policy Co-ordination and Procedures Division and other units);
- Liaises with the specialized agencies and other organizations of the United Nations system on technical matters ;
- Provides technical representation for UNDP at international meetings and conferences;
- Keeps abreast of technical and sectoral developments of importance to development, including such United Nations events as global conferences and international years and/or decades;
- Identifies consultants to assist in performing the above functions, and participates in their briefings and debriefings.

## 9200 CENTRAL EVALUATION OFFICE

### 1.0 Organization

The Central Evaluation Office (CEO) is headed by a Chief of Office who reports to the Assistant Administrator.

### 2.0 Overall responsibility

The overall responsibility of the Office is to provide the Administrator with a systematic and independent assessment of the results, effectiveness and impact of the substantive activities of the Programme, including the special purpose funds administered by UNDP, and to prepare the Administrator's reports to the Governing Council on these matters.

### 3.0 Functions

The main functions of CEO consist of:

#### 3.1 Formulation and review of evaluation policy within UNDP:

- Recommend to the Administrator policies, procedures and methodology for all evaluation work within UNDP, including the special purpose funds under the authority of the Administrator, keep these under review and monitor the implementation of instructions issued by the Administrator to this effect;
- Advise the units in UNDP responsible for project design and appraisal to ensure that they adequately take account of the need for evaluation and especially that they include satisfactory design elements such as baseline data and performance indicators to permit objective and systematic evaluation;
- Assist the regional bureaux and the field offices as well as the special purpose funds under the authority of the Administrator on all issues involving the practical application of instructions on evaluation;



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9200 Subsection 3.1 Formulate and review of evaluation policy within UNDP  
(continued)

- Monitor the performance with regard to tripartite reviews and evaluations of ongoing projects, notwithstanding the fact that such reviews and evaluations will continue to be conducted under the leadership of the regional bureaux and other operational units with participation, as described below, by technical advisers in BPPE or consultants or by CEO as appropriate.

3.2 Analysis and improvement of the effectiveness of the Programme and the special purpose funds under the authority of the Administrator:

- Undertake ex post effectiveness and impact evaluations of selected UNDP-assisted projects;
- Make an annual assessment of the results of evaluation exercises and draw common conclusions which can be used to improve future operations both at the project and programme levels;
- Undertake effectiveness and impact-oriented thematic evaluation in selected sectors or sub-sectors and conduct evaluations of the modalities and instruments applied by UNDP, as well as of institutional aspects of the Programme, including the functioning of the special purpose funds under the Administrator's responsibility;
- Collaborate with the operational units and the Training Unit in UNDP to ensure that the results of evaluations are transmitted to staff at all levels in the organization and that proper training measures are undertaken to ensure that the staff is well informed about all aspects of the evaluation system and the utilization of its results.

9200 (continued)

3.3 Collaboration with agencies and governments on evaluation policies:

- Collaborate with the executing agencies and the Joint Inspection Unit in harmonizing evaluation rules and practices within the United Nations system, including consultations on their application;
- Assist the regional bureaux in UNDP and the executing agencies in extending assistance to developing countries to enhance their capacity for evaluation.

3.4 Reporting on the effectiveness of the Programme:

- Assist the Division of Information, the Division of External Relations and other units in UNDP in the systematic utilization of evaluation results to provide substantive information on the Programme's effectiveness and impact to Governments and the general public.

## 9300 DIVISION FOR POLICY CO-ORDINATION AND PROCEDURES

### 1.0 Organization

The Division for Policy Co-ordination and Procedures (DPCP) is headed by a Director who reports to the Assistant Administrator.

### 2.0 Overall responsibility

The Division for Policy Co-ordination and Procedures is responsible for:

- Reviewing policies for overall programme activities;
- Determining the need for new or revised policy;
- Assessing the relevance of operational activities to and their consistency with UNDP's mandate;
- Providing guidance to all units in UNDP in connection with the above.

### 3.0 Functions

- Translates programme policy goals and decisions of the Governing Council and the General Assembly into operational policies and procedures;
- Prepares and updates the relevant sections of the UNDP Policies and Procedures Manual, as well as any other instructions and guidelines that might be needed;
- Reports to the Governing Council on the implementation of decisions as appropriate;
- Formulates, negotiates and communicates operational policies and procedures on a United Nations system-wide basis to ensure the coherence of the Programme, to harmonize the system's practices and to achieve quality in a highly decentralized system;

9300 Subsection 3.0 Functions (continued)

- Reviews operational policies and procedures and their application with a view to maintaining continued relevance to operational requirements and to evolving new or revised policy. Formulates, on this basis, proposals for decisions by the Governing Council, the Economic and Social Council and the General Assembly;
- Keeps abreast of relevant developments and trends in international development co-operation and relates these to the role of UNDP in technical co-operation and its further evolution;
- Acts as focal point and advises on all matters relating to multi-bilateral financing and to non-governmental organizations;
- Assesses, co-ordinates and assists in compliance with policies and procedures;
- Prepares policy positions for inter-agency meetings such as CCSQ(OPS) and IACM and ensures follow-up action.

## 9400 INVESTMENT DEVELOPMENT OFFICE

### 1.0 Organization

The Investment Development Office is headed by a Chief who reports to the Assistant Administrator.

### 2.0 Overall responsibility

The Investment Development Office is responsible for developing operational policies, strategies, plans and procedures in order to mobilize investment capital as a follow-up to UNDP-assisted technical co-operation activities.

### 3.0 Functions

The Investment Development Office:

- Promotes the formulation and implementation of pre-investment projects through co-operative arrangements with organizations of the United Nations system and through special interest and co-financing arrangements with development finance institutions;
- Develops and strengthens relationships with multilateral and bilateral sources of capital finance, and initiates action to generate follow-up investment for pre-investment projects;
- Works closely with the regional bureaux, other UNDP units responsible for project implementation and the executing agencies on the identification, design, revision, execution and implementation of pre-investment projects;
- Monitors the implementation of, and reports on, arrangements with the executing agencies and finance institutions with respect to pre-investment and investment follow-up;
- Acts as a focal point in dealing with potential investors in connection with the use of the Investment Feasibility Study Facility set up in 1982 to finance, on a reimbursement basis, feasibility studies in low income countries;

9400 Subsection 3.0 Functions (continued)

- Participates in the development of the curriculum at, and provides resource persons to, the Economic Development Institute of the World Bank and the regional development banks for the training of senior field officers of UNDP and agency officials in the identification, preparation, appraisal and financing of pre-investment and investment projects;
- Represents UNDP at inter-agency and inter-governmental meetings on matters related to pre-investment and investment follow-up.

## 9500 DOCUMENTATION AND STATISTICS OFFICE

### 1.0 Organization

The Documentation and Statistics Office is composed of the Reference Unit, the Project Institutional Memory Unit (PIM) and the Statistical Unit. It is headed by a Chief who reports to the Assistant Administrator.

### 2.0 Overall responsibility

The Documentation and Statistics Office is responsible for collecting and organizing programme and project substantive information so that it may be stored for reference in printed form and as computer data bases as appropriate. Responsibility also covers the preparation of certain substantive reports required for programme and project monitoring and follow-up.

### 3.0 Functions

The Documentation and Statistics Office:

- Collects catalogues and maintains reference material for use by headquarter and field office staff and by other concerned parties, as appropriate;
- Provides information on UNDP activities through the Programme and Project Management System (PPMS) and information for maintenance of project fact sheets, annual country summary sheets and other statistical information on project activities, as required;
- Compiles, analyzes and organizes various data for the preparation of certain reports.

9500 (continued)

4.0 Reference Unit

This Unit:

- Supplements the collections of the Dag Hammarskjold Library with specialized collections;
- Selects, for addition to the reference collection, various publications containing information relevant to the activities of UNDP;
- Maintains various current awareness services and responds to requests for reference information on demand;
- Selects extracts and compiles information on special topics and prepares acquisitions lists on materials available to the staff;
- Serves as the archive for project reports, Governing Council documents, fact sheets and UNDP miscellaneous publications; and
- Collects materials such as United Nations and World Bank documentation, periodicals, monographs and reference works which reflect and respond to current UNDP information needs.

5.0 Project Institutional Memory Unit

This Unit:

- Develops and maintains a computerized data base containing descriptive information on UNDP-funded projects and project reports;
- Prepares project fact sheets for distribution to member Governments and institutions;
- Develops and updates UNDP's thesaurus;
- Produces and distributes annual hard-copy reports on projects to field offices;
- Distributes instructions and co-ordinates collection of material for the annual report for Development Co-operation;
- Responds to on-line and ad-hoc queries to the PPMs;
- Verifies the ACC sectoral classifications.



9500 (continued)

6.0 Statistical Unit

This Unit collects, compiles and analyses data from various sources within and outside the organization for preparation and publication of the following:

- The annual report of the Administrator to the Governing Council;
- Statistical tables required for the Administrator's Annual Report;
- The report of the Administrator on United Nations system regular and extra-bugetary technical co-operation expenditures;
- The quarterly report on UNDP Activities;
- The report on reported investment commitment related to UNDP projects;
- The UNDP Compendium of Approved Projects; and
- Prepares other ad-hoc reports on special issues as required.

## CHAPTER X

### DIVISION FOR GLOBAL AND INTERREGIONAL PROJECTS

10000 GENERAL

#### 1.0 Organization

The Division is headed by a Senior Director who reports to the Administrator.

#### 2.0 Overall responsibility

The Division is responsible for programming and monitoring the global and interregional Indicative Planning Figures (IPFs).

#### 3.0 Functions

The principal functions of the Division are to:

- Appraise, process, monitor, financially manage and evaluate individual global and interregional projects, in collaboration with other concerned units of UNDP and the executing agencies;
- Circulate, as appropriate, proposals to interested Governments for endorsement and comments;
- Prepare recommendations for approval of projects by the Governing Council (in the case of global projects) or by the Administrator (in the case of interregional projects exceeding the Division Director's delegated approval authority);
- Negotiate with potential donors in the case of consortium-financed activities, usually of a global research nature;
- Review progress, financial and technical and final project reports;

10000 Subsection 3.0 Functions (continued)

- Arrange for and participate in the evaluation of ongoing activities through field missions or other appropriate measures;
- Undertake normal administrative activities, including the processing of budget revisions, such as are normally handled by the resident representative with respect to country projects.

## CHAPTER XI

### UNIT FOR EUROPE

11000 GENERAL

#### 1.0 Organization

The Unit for Europe is directed by a Chief who reports to the Administrator.

#### 2.0 Overall responsibility

The Unit is responsible for assisting Governments in planning and promoting the social and economic development of certain countries in Europe through UNDP country and regional programmes.

#### 3.0 Functions

The principal functions of the Unit are to:

- Provide assistance to Governments in the formulation, implementation and follow-up of country, subregional and regional programmes;
- Support field offices and government agencies with the identification, formulation, appraisal, execution, evaluation and follow-up of individual projects. For this purpose, the Unit consults with Governments, inter-governmental organizations and United Nations system organizations. This includes the UNDP European office in Geneva which performs field office functions for those European countries which are allocated an IPF where UNDP does not have a field office;
- Conduct programme reviews and recommend to the Administrator the distribution of IPFs and annual expenditure ceilings;

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11000 Subsection 3.0 Functions (continued)

- Advise on and co-ordinate with field offices and other units in headquarters with respect to resource mobilization, local office costs, extrabudgetary financing, cost sharing, and multilateral activities;
- Examine and review programme and project expenditure plans for each recipient country and for regional programmes;
- Maintain programme data on project approvals, revisions, commitments expenditures and other relevant data provided by field offices and by executing agencies;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator, as necessary;
- Assist and advise the Administrator on operational and policy matters, both specific to the region and as they relate to the overall management of UNDP;
- Undertake manpower planning for headquarters and field office personnel;
- Advise on policy with respect to relations with Governments;
- Represent, as appropriate, the Administrator at conferences of various kinds;
- Prepare documents for and attend sessions of Governing Council and other bodies, as requested;
- Provide guidance to field offices in the preparation of the country programmes and ancillary documentation for presentation to the Governing Council;
- Review the Country Programme Management Plans and ensure proper implementation of the programme;
- Appraise large-scale projects (UNDP contribution above \$400,000) to determine headquarters approval, or delegation to the resident representatives;
- Appraise and approve, as necessary, projects involving special policy considerations;

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11000 Subsection 3.0 Functions (continued)

- Prepare recommendations for approval of projects by the Governing Council or by the Administrator, as necessary;
- Plan Unit missions. This includes reviewing their terms of reference, briefing and debriefing;
- Supervise daily the administrative management of the Unit;
- Ensure proper support to all programme activities in the field;
- Ensure proper management of the field offices;
- Monitor and forecast programme development with analysis of main trends and the identification of bottlenecks;
- Evaluate selected programmes and projects with a view to improving their quality and effectiveness;
- Provide advice on major policy concerns of UNDP, including special responsibility for issues concerning Europe;
- Formulate positions on various matters to be discussed in the Executive Management Committee and other relevant fora;
- Organize and co-ordinate agency reviews and regional meetings of resident representatives;
- Promote and implement specific mandates of UNDP, e.g. New Dimensions, TDC, etc.;
- Collaborate with such regional bodies as the Economic Commission for Europe (ECE), the Commission of the European Communities (EEC) and the Council for Mutual Economic Assistance (CMEA);
- Collaborate with regional and global financial institutions such as the World Bank group and the European Development Bank.

## CHAPTER XII

### REGIONAL BUREAU FOR AFRICA

12000 GENERAL

#### 1.0 Organization

1. The Regional Bureau for Africa (RBA) is composed of a Directorate and the following five Divisions:

- Division for Central Africa;
- Division for Eastern Africa;
- Division for Southern Africa;
- Division for Western Africa;
- Division for the Regional Programme.

2. The Bureau is directed by an Assistant Administrator assisted by a Deputy Assistant Administrator.

#### 2.0 Overall responsibility

The Bureau is responsible for assisting Governments in planning and promoting the social and economic development of countries through UNDP country and regional programmes in the African region; assisting these countries, upon their request, in the planning and co-ordination of their overall development assistance programmes; and continuously analyzing the UNDP programme in Africa with a view to improving its quality and insuring its relevance.

#### 3.0 Functions

The principal functions of the Bureau are to:

- Provide assistance to Governments through support to field offices and through co-ordination with Governments, inter-governmental organizations and United Nations system organizations in the formulation, implementation and follow-up of country, subregional and regional programmes.

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12000 Subsection 3.0 Functions (continued)

In full association with the Governments concerned, emphasis is directed to reflect priorities of the Lagos Plan of Action and an effort made to concentrate sufficient amounts of UNDP programme resources into key sectors where inputs may help make significant improvements and play an effective catalytic role;

- Analyse, evaluate, interpret and orient UNDP policies and the Bureau's programmes in the light of the declared needs of African countries' policies and actions, with special regard to the promotion of an evolving African TDC and technical assistance for investment promotion;
- Co-ordinate programme priorities and activities in association with field offices and headquarters operational officers; guide and support their functioning, as required;
- Conduct programme reviews and recommend to the Administrator the distribution of IPFs and annual expenditure ceilings;
- Co-ordinate programme priorities and activities with United Nations and non-United Nations system organizations as well as with other sources of funding for technical co-operation in Africa;
- Participate, on behalf of the Administrator, in policy and operations review meetings with United Nations and non-United Nations system organizations to ensure that consistent and effective policies are followed and co-operation is enhanced;
- Innovate and promote specific development themes in the programme, (e.g. TDC, ECDC, government execution, Special Measures for LDCs, investment follow-up, women in development, United Nations Transport and Communications Decade for Africa, the Lagos Plan of Action and the International Drinking Water Supply and Sanitation Decade);
- Examine and review expenditure plans for each recipient country and for regional programmes;
- Maintain programme data on project approvals, revisions, commitments, expenditures and other relevant data provided by field offices and by executing agencies;



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12000 Subsection 3.0 Functions (continued)

- Prepare recommendations for approval of projects by the Governing Council or by the Administrator, as necessary;
- Assist and advise the Administrator on operational and policy matters, both specific to the region and as they relate to the overall management of UNDP;
- Negotiate with Member States, inter-governmental organizations of Africa, United Nations system organizations and donor countries for the purposes of programme planning and to mobilize political support and financial resources for the Programme;
- Provide and monitor UNDP assistance to the national liberation movements in Africa;
- Give special attention, as required, to the programmes of newly independent least developed countries and those which face special problems;
- Advise on policy with respect to relations with Governments;
- Support and actively assist in implementing decisions of the SNPA, including assistance to the organization, implementation and follow-up of Round Table conferences of donors;
- Advise on and co-ordinate with field offices and other units in headquarters with respect to resource mobilization, local office costs, extrabudgetary financing, cost sharing, and multilateral activities;
- Represent, as appropriate, the Administrator at conferences of various kinds;
- Prepare documents for and represent the Administrator at the Governing Council and other bodies as requested;
- Provide guidance to field offices in the preparation of the country programmes and other documentation for presentation to the Governing Council;
- Review the Country Programme Management Plans and ensure proper implementation of the programme;

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12000 Subsection 3.0 Functions (continued)

- Appraise large-scale projects (UNDP contribution above \$400,000) to determine headquarters approval, or delegation to the resident representatives;
- Appraise and approve, as necessary, projects involving special policy considerations;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Plan bureau missions. This includes reviewing their terms of reference, briefings and debriefings;
- Ensure proper support to all programme activities in the field;
- Ensure proper management of the field offices;
- Monitor and forecast programme development with analysis of main trends and the identification of bottlenecks;
- Evaluate selected programmes and projects with a view to improving their quality and effectiveness;
- Provide advice on major policy concerns of UNDP, including special responsibility for issues concerning Africa;
- Promote and implement specific mandates of UNDP, e.g. New Dimensions, TCDC, etc.;
- Strengthen co-operation with OAU and ECA in their social and economic development programmes.

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## 12100 DIRECTORATE

### 1.0 Organization

The Directorate of the Bureau is headed by the Director and a Deputy.

### 2.0 Overall responsibility

The Directorate provides leadership, co-ordination, and has responsibility for policy decisions and programme guidance, for financial, personnel and general administrative matters pertaining to the effective functioning of the Bureau.

### 3.0 Functions

The principal functions of the Directorate are to:

- Develop bureau programme policy, manage its implementation and prepare and oversee work plans;
- Provide overall co-ordination, monitoring and evaluation of country and inter-country programmes in the region;
- Conduct or co-ordinate selected sectoral or thematic reviews and evaluations;
- Serve as the focal point for policy formulation and programme execution with respect to key development themes and priorities;
- Oversee and control programme resources, and guide their optimal utilization;
- Lead efforts at the bureau level to mobilize and optimize the application and co-ordination of additional financial resources in the region;
- Organize and co-ordinate reviews of the Programme with United Nations agencies;
- Co-ordinate policy and programme co-operation with bilateral programmes, and advise on policy with respect to relations with Governments;

12100 Subsection 3.0 Functions (continued)

- Supervise the Bureau's administrative budget proposals, and monitor and manage disbursements;
- Supervise the daily administrative management of the Bureau and oversee working conditions in headquarters and the field;
- Formulate the Bureau's position on various matters for discussion in the Executive Management Committee and other relevant fora;
- Organize and co-ordinate regional and sub-regional meetings of resident representatives;
- Manage bureau personnel resources;
- Undertake manpower planning for headquarters and field office personnel.

12200 COUNTRY DIVISIONS - DIVISIONS FOR CENTRAL AFRICA, EASTERN AFRICA,  
SOUTHERN AFRICA AND WESTERN AFRICA

1.0 Organization

1. There are four country programme divisions in the Regional Bureau for Africa. These are:

Division for Central Africa

- Covers the UNDP field offices in Angola, Burundi, Cameroon, Central Africa Republic, Chad, Congo, Equatorial Guinea, Gabon, Rwanda, Sao Tome and Principe, and Zaire.

Division for Eastern Africa

- Covers the UNDP field offices in Comoros, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Uganda, and United Republic of Tanzania (office with programme responsibility in the Seychelles).

Division for Southern Africa

- Covers the UNDP field offices in Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia, Zimbabwe, and the programme for NLMS.

Division for Western Africa

- Covers the UNFP field offices in Benin, Cape Verde, Gambia, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria (s/o Kaduna), Senegal, Sierra Leone, Togo, and Upper Volta.

2. They are each directed by a Chief who reports to the Bureau Director.

2.0 Overall responsibility

Each Division is responsible for rendering the necessary assistance, advice and support to the field offices in the formulation and management of the country programmes concerned.

12200 (continued)

3.0 Functions

Each Division performs the following functions:

3.1 Country programming

- Conducts studies and keeps informed on the economic and political developments in the countries concerned and the region in general;
- Recommends a suitable approach to country programming according to individual country needs, in consultation with the resident representative, agencies, policy and technical units at headquarters, etc.;
- Assists the resident representative in the preparation of the country programme as appropriate;
- Prepares the required documentation for approval of the country programme by the Governing Council;
- Provides guidelines and advice for the review of country programmes or the preparation of new country programmes;
- Serves as the principal repository of information for the countries it serves;
- Serves as a link for the field offices to headquarters organizational units.

3.2 Country programme implementation

- Analyses and comments on the management plan or its revision in carrying out each of the country programmes;
- Reviews the overall status of pipeline projects;
- Assists the resident representative in carrying out annual/periodic reviews;
- Analyses periodically the progress of programme expenditures against budgets and takes steps to ensure that any excessive variations are corrected;

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12200 Subsection 3.2 Country programme implementation (continued)

- Reviews periodically, in consultation with the Government, the impact of the programme in attaining the country's objectives;
- Analyses the implementation of the programme by executing agent or sector, and recommends measures to ensure effective programme implementation and utilization of resources;
- Assists in the comprehensive review of the country programme leading to its revision or to a new country programme.

3.3 Formulation, appraisal and approval of projects

- Suggests opportunities for better formulation of projects through various options available in terms of project design and mix;
- Assists in selecting the best means of executing the projects;
- Identifies project proposals referred to headquarters with a view to either recommending approval by the Bureau Director, the Administrator or the Governing Council, or delegating approval authority to the resident representative;
- Ensures adequate bureau appraisal through consultation and missions as appropriate;
- Initiates provision of headquarters inputs including consultancies to formulate or review projects when required;
- Prepares necessary project approval documentation for the Administrator and Governing Council;
- Reviews the signed documents to ensure adequate quality;
- Reviews and edits fact sheets.

12200 (continued)

3.4 Project implementation

- Identifies opportunities for improving the performance and delivery of ongoing projects through follow-up of progress reports, reviews and through systematic visits to the field.

3.5 Programme monitoring and evaluation

- Supports the field offices in their function of monitoring and evaluating programmes and projects;
- Organizes project evaluation missions;
- Participates in selected tripartite reviews and evaluation;
- Analyses and makes recommendations in respect of monitoring and evaluation undertaken in the field offices, taking account of headquarters policies and the circumstances of the country and programme concerned;
- Participates with agencies in periodic reviews of broad policy, management and operational issues in consultation with field offices.

3.6 Field office organization and management

- Assists the Bureau Director in reviewing the performance of the field offices and suggests ways and means of achieving balanced staffing, training and development.



## 12300 DIVISION FOR THE REGIONAL PROGRAMME

### 1.0 Organization

1. The Division for the Regional Programme is directed by a Chief who reports to the Bureau Director.
2. The programme functions of this Division are similar to those of a field office, therefore, its operations are organized in a similar way.
3. In regard to the functions of co-operation with regional, sub-regional and inter-governmental organizations, the Division collaborates closely with the ECA and OAU Liaison Office in Addis Ababa.

### 2.0 Overall responsibility

In consultation with African inter-governmental organizations and Governments, United Nations system organizations and resident representatives, the Division is responsible for ensuring that the regional programme is prepared and managed effectively and efficiently in accordance with overall policies and procedures established by the Governing Council and the Administrator.

### 3.0 Regional programming

#### 3.1 Functions

- Define programme priorities and objectives, in consultation with inter-governmental organizations and Governments, the United Nations system agencies and resident representatives. For this purpose, the Division collects and analyses information on the current needs for technical co-operation and human resources development and on relevant social, economic and political trends at the regional and subregional levels;

12300 Subsection 3.1 Functions (continued)

- Formulate, submit to the Governing Council for approval, monitor the implementation, review and evaluate the regional programme;
- Participate in meetings relating to the programming of regional funds or prepare briefs and instructions for the Bureau's representatives, in particular for the head of the ECA and OAU Liaison Office.

3.2 Formulation, appraisal, approval, implementation, monitoring and evaluation of projects

- Identify suitable project requests, and participate in the formulation of project documents in consultation with Governments, inter-governmental organizations, regional and subregional institutions, United Nations system agencies, and field offices, as necessary;
- Appraise regional project proposals and revisions, and on that basis, approve, modify or reject them in consultation with executing agencies, Governments and other concerned units of UNDP;
- Approve projects and project revisions within the delegated approval authority or submit them to the Regional Director or Governing Council as appropriate;
- Monitor the implementation and evaluate regional projects in consultation with the resident representatives concerned through desk reviews or by participating in ad hoc missions to countries and to United Nations systems organizations, tripartite reviews or evaluation missions;
- Provide guidance to resident representatives performing, on the Bureau's behalf, the functions of Principal Project Representative, appraise their findings and initiate follow-up action as required;
- Maintain an up-to-date data base and issue a periodic status report on ongoing and pipeline regional projects.

12300 (continued)

3.3 Other functions

- In consultation with the appropriate unit within UNDP, solicit trust funds and cost-sharing resources and report to the donors on the utilization of such funds;
- Provide the Director of the Bureau with advice on regional programme policy and general matters and on actions required in the interest of strengthening programme effectiveness as appropriate;
- Appraise proposals and approve regional projects to be financed from non-IPF sources, such as the Special Measures Fund for the Least Developed Countries and the Special Programme Resources, in consultation with other units of UNDP;
- Appraise regional project proposals to be financed from UNSO, UNFSSTD, UNRFNRE, UNODF, UNV and the Energy Account, as requested;
- Assist river basin development authorities on strategies and organization of donor conferences and meetings, and perform a co-ordinating role among donors on behalf of Governments, inter-governmental organizations and authorities on their request;
- Ensure complementarity with other regional and global programmes and projects of UNDP.

## CHAPTER XIII

### REGIONAL BUREAU FOR ARAB STATES

13000 GENERAL

#### 1.0 Organization

1. The Regional Bureau for Arab States (RBAS) is composed of a Directorate and the following four Divisions:

- Programme Support Unit;
- Division I for Country Programmes;
- Division II for Country Programmes;
- Division for Regional Programme

2. The Bureau is directed by an Assistant Administrator assisted by a Deputy Assistant Administrator

#### 2.0 Overall responsibility

The Bureau is responsible for assisting Governments in planning and promoting the social and economic development of countries through UNDP country and regional programmes in the Arab States, and for assisting these countries, upon their request, in the planning and co-ordination of their overall development assistance programmes.

#### 3.0 Functions

The principal functions of the Bureau are to:

- Provide assistance to Governments in the formulation, implementation and follow-up of country, subregional and regional programmes;
- Support field offices and Government agencies with the identification, formulation, appraisal, execution, evaluation and follow-up of individual projects. For this purpose it co-ordinates with inter-governmental organizations and United Nations system organizations;

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13000 Subsection 3.0 Functions (continued)

- Conduct programme reviews and recommend to the Administrator the distribution of IPFs and annual expenditure ceilings;
- Examine and review expenditure plans for each recipient country and the regional programme;
- Maintain programme data on project approvals, revisions, commitments, expenditures and any relevant data provided by field offices and by executing agencies;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Assist and advise the Administrator on operational and policy matters specific to the region and as they relate to the overall management of UNDP;
- Undertake manpower planning for headquarters and field office personnel;
- Negotiate with Member States, inter-governmental organizations of the Arab States region, United Nations system organizations and donor countries for the purposes of planning and to mobilize political and financial support for the Programme;
- Advise on policy with respect to relations with Governments;
- Advise on and co-ordinate with field offices and other units in headquarters with respect to resource mobilization, local office costs, extrabudgetary financing, cost sharing, and multilateral activities;
- Represent the Administrator, as appropriate, at conferences of various kinds;
- Prepare documents for and represent the Administrator at the Governing Council and other bodies as requested;
- Provide guidance to field offices in the preparation of the country programmes and other documentation for presentation to the Governing Council;

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13000 Subsection 3.0 Functions (continued)

- Review the Country Programme Management Plans and ensure proper implementation of the programme;
- Appraise large-scale projects (UNDP contribution above \$400,000) to determine headquarters approval, or delegation to the resident representatives;
- Appraise and approve, as necessary, projects involving special policy considerations;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Plan bureau missions. This includes reviewing their terms of reference, briefings and debriefings;
- Supervise the daily administrative management of the Bureau;
- Ensure proper support to all programme activities in the field;
- Ensure proper management of the field offices;
- Monitor and forecast programmes development with analysis of main trends and the identification of bottlenecks;
- Evaluate selected programmes and projects with a view to improving their quality and effectiveness;
- Provide advice on major policy concerns of UNDP, including special responsibility for issues concerning the Arab States;
- Formulate the Bureau's position on various matters to be discussed in the Executive Management Committee and other relevant fora;
- Organize and co-ordinate agency reviews and regional meetings of Resident Representatives;
- Promote and implement specific mandates of UNDP, e.g. New Dimensions, TDC, etc.

## 13100 THE PROGRAMME SUPPORT DIVISION

### 1.0 Organization

The Programme Support Division is directed by a Chief who reports to the Bureau Director.

### 2.0 Overall responsibility

The Division is responsible for the effective co-ordination and integration of the country and regional programme and for the management of the administration of the Bureau.

### 3.0 Functions

The Division performs the following functions:

- Keeps abreast of and analyses selected economic and social development trends and issues in the region;
- Co-ordinates country and regional programme development in consultation with other Divisions;
- Formulates, provides analysis and monitors key policy questions;
- Co-ordinates the management of the resources of the programme and monitors their use;
- Co-ordinates, monitors, and participates in programme and project appraisals and evaluations;
- Provides administrative personnel and financial support to the Bureau;
- Represents the Bureau at meetings on general issues facing UNDP;
- Plans field office staffing.

## 13200 DIVISIONS I AND II FOR COUNTRY PROGRAMMES

### 1.0 Organization

1. There are two country programme Divisions in the Regional Bureau for Arab States. These are:

(a) Division I for Country Programmes

- Covers the UNDP field offices in Morocco, Algeria, Tunisia, Libya Arab Jamahiriya, Egypt, Somali Democratic Republic, Sudan (s/o Juba), Djibouti, Lebanon, Syrian Arab Republic and Jordan.

(b) Division II for Country Programmes

- Covers the UNDP field offices in Iraq, Kuwait, Qatar, Bahrain, United Arab Emirates, Oman, Saudi Arabia (s/o Jeddah), Yemen and Democratic Yemen.

2. These are each directed by a Chief who reports to the Bureau Director.

### 2.0 Overall responsibility

Each Division is responsible for rendering the necessary assistance, advice and support to the field offices in the formulation and management of the country programmes concerned.

### 3.0 Functions

Each Division performs the following functions:

#### 3.1 Country programming

- Conducts studies and keeps informed on the economic and political developments in the countries concerned and in the region;
- Recommends an approach to country programming according to individual country needs in consultation with the resident representatives, agencies, etc.;
- Assists in the preparation of the country programme document for Governing Council approval;
- Provides advice on revisions of country programmes and the preparation of new country programmes.



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13200 (continued)

3.2 Country programme implementation

- Analyses and comments on the management plan in carrying out each of the country programmes;
- Reviews the overall pipeline projects as reflected in the resident representatives' management plans;
- Assists resident representatives in carrying out annual/periodic reviews;
- Analyses periodically the progress of programme expenditures against budgets and takes steps to ensure that any excessive variations are corrected;
- Reviews periodically, in consultation with the Government, the impact of the programme in attaining the country's objectives;
- Analyses the programme implementation by executing agencies;
- Assists in the comprehensive review of the country programme leading to its revision or to a new country programme.

3.3 Formulation, appraisal and approval of projects

- Suggests opportunities for better formulation of projects through various options available in terms of project design and mix;
- Assists in selecting the best means of executing the projects;
- Reviews project requests with a view to maximize delegation of approval authority to resident representatives;
- Ensures adequate bureau appraisal through consultations as appropriate;
- Prepares necessary approval documentation for projects and documentation for the Governing Council;

13200 Subsection 3.3 Formulation, appraisal and approval of projects  
(continued)

- Reviews the signed documents to ensure adequate quality;
- Reviews and edits the corresponding fact sheet.

3.4 Project implementation

- Identifies opportunities for improving the performance and delivery of ongoing projects by following up progress reports and reviews and through periodic visits to the field.

3.5 Programme monitoring and evaluation

- Backstops the field offices in their function of monitoring and evaluating programmes and projects;
- Organizes project evaluation missions;
- Participates in selected tripartite reviews and evaluation;
- Analyses and makes recommendations in respect of monitoring and evaluation undertaken in the field offices, taking account of headquarters policies and the circumstances of the country and programme concerned;
- Periodically reviews with agencies broad policy, management and operational issues in consultation with the field offices.

3.6 Field office organization and management

- Assists the Bureau Director in reviewing the performance of the field offices and suggests ways and means of achieving balanced staffing, training and development.

## 13300 DIVISION FOR REGIONAL PROGRAMME

### 1.0 Organization

The Division for Regional Projects is directed by a Chief who reports to the Bureau Director.

### 2.0 Overall responsibility

The Division is responsible for ensuring that the regional programme is prepared and is managed effectively and efficiently in accordance with overall policies and procedures established by the Governing Council and the Administrator.

### 3.0 Functions

The main functions of the Division are to:

#### 3.1 Regional programming

- Establish programme policies and identify programme objectives and priorities. For this purpose the Division collects information on current needs for technical co-operation at regional and subregional levels and on relevant social, economic and political trends;
- Review, in consultation with Governments, executing agencies and resident representatives, the mechanisms by which UNDP support for regional co-operation may be provided, with a view to maximizing the responsiveness of the programme to the evolving patterns and priorities of inter-governmental co-operation;
- Undertake programme formulation, appraisal, implementation, monitoring, review and evaluation. This includes preparation of relevant documentation, maintenance of necessary liaison with executing agencies, Governments, inter-governmental organizations, with other concerned units of UNDP, and with other relevant organizations as required;
- Prepare briefs for UNDP representatives at regional meetings in which questions of programming UNDP intercountry IPF resources are involved.

13300 (continued)

3.2 Formulation, appraisal, approval, implementation, monitoring and evaluation of projects

- Identify and formulate regional project proposals in consultation with executing agencies and other concerned units of UNDP at headquarters and in the field;
- Appraise regional project proposals and revisions, and on that basis, approve, modify or reject them in consultation with executing agencies, Governments and other concerned units of UNDP;
- Monitor and evaluate the implementation of regional projects in consultation with resident representatives concerned;
- Prepare briefs for UNDP representatives at tripartite reviews and other regional meetings concerned with project monitoring and evaluation;
- Arrange, and where necessary, participate in any field missions required, including missions to the headquarters of executing agencies;
- Prepare a periodic status report on ongoing and pipeline regional projects and projected expenditures;
- Prepare a quarterly summary of regional projects for distribution to field offices and relevant headquarters units.

3.3 Other functions

- Provide the Bureau Director with advice on programme policy matters and actions required in the interest of strengthening programme effectiveness;
- In consultation with the appropriate unit within UNDP, solicit trust funds and cost-sharing resources and report to the donors on the utilization of these funds;
- Appraise regional project proposals to be financed from UNSO, UNFSST, UNRFRNRE, UNCDF, UNV and the Energy Account, as requested.

## CHAPTER XIV

### REGIONAL BUREAU FOR ASIA AND THE PACIFIC

14000 GENERAL

#### 1.0 Organization

1. The Regional Bureau for Asia and the Pacific (RBAP) is composed of a Directorate and the following five divisions:
  - Programme Support Division;
  - Division I;
  - Division II;
  - Division III;
  - Division for Regional Programme.
2. The Bureau is directed by an Assistant Administrator assisted by a Deputy Assistant Administrator.

#### 2.0 Overall responsibility

The Bureau is responsible for assisting Governments in planning and promoting the social and economic development of countries through UNDP country and regional programmes in the Asia and Pacific region, and for assisting these countries upon their request in the planning and co-ordination of their overall development assistance programmes.

#### 3.0 Functions

The principal functions of the Bureau are to:

- Provide assistance to Governments in the formulation, implementation and follow-up of country, subregional and regional programmes;

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14000 Subsection 3.0 Functions (continued)

- Support field offices and government agencies with the identification, formulation, appraisal, execution, evaluation and follow-up of individual projects. For this purpose it co-ordinates with Governments, inter-governmental organizations, and United Nations system organizations;
- Conduct programme reviews and recommend to the Administrator the distribution of IPFs and annual expenditure ceilings;
- Examine and review expenditure plans for each recipient country and for regional programmes;
- Maintain programme data on project approvals, project revisions, commitments, expenditures and other relevant data provided by field offices and by executing agencies;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Assist and advise the Administrator on operational and policy matters, both specific to the region and as they relate to the overall management of UNDP;
- Undertake manpower planning for headquarters and field office personnel;
- Negotiate with Member States, inter-governmental organizations of Asia and the Pacific, United Nations system organizations and donor countries for the purposes of programme planning and to mobilize political and financial support for the Programme;
- Advise on policy with respect to relations with Governments;
- Give special attention, as required, to the programmes of newly independent least developed countries and those which face special problems;

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14000 Subsection 3.0 Functions (continued)

- Advise on and co-ordinate with field offices and other units in headquarters with respect to resource mobilization, local office costs, extrabudgetary financing, cost sharing, and multilateral activities;
- Represent, as appropriate, the Administrator at conferences of various kinds;
- Prepare documents for and attend sessions of Governing Council and other bodies as requested;
- Provide guidance to field offices in the preparation of the country programmes and other documentation for presentation to the Governing Council;
- Review the Country Programme Management Plans and ensure proper implementation of the programme;
- Appraise large-scale projects (UNDP contribution above \$400,000) to determine headquarters approval, or delegation to the resident representatives;
- Appraise and approve, as necessary, projects involving special policy considerations;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Plan bureau missions. This includes reviewing their terms of reference, briefings and debriefings;
- Supervise daily the administrative management of the Bureau;
- Ensure proper support to all programme activities in the field;
- Ensure proper management of the field offices;
- Monitor and forecast programme development with analysis of main trends and the identification of bottlenecks;

14000 Subsection 3.0 Functions (continued)

- Evaluate selected programmes and projects with a view to improving their quality and effectiveness;
- Provide advice on major policy concerns of UNDP, including special responsibility for issues concerning Asia and the Pacific;
- Organize and co-ordinate agency reviews and regional meetings of Resident Representatives;
- Formulate the Bureau's position on various matters to be discussed in the Executive Management Committee and other relevant fora;
- Promote and implement specific mandates of UNDP, e.g. New Dimensions, TQDC, etc.



## 14100 THE PROGRAMME SUPPORT DIVISION

### 1.0 Organization

The Programme Support Division is directed by a Chief who reports to the Bureau Director.

### 2.0 Overall responsibility

The Division is responsible for:

- The co-ordination and monitoring of country and intercountry programmes;
- The development and implementation of programme policy;
- The preparation of bureau statements and papers, management of regional and other meetings, and bureau administrative matters;
- The management of programme financial resources.

### 3.0 Functions

The primary functions of the Division are as follows:

#### 3.1 Programme co-ordination and policy maintenance and development

- Co-ordination and monitoring of the performance of the Programme throughout the region;
- Participation on behalf of the Bureau in UNDP's formulation of new programme policy and the accompanying instructions and guidelines and in the review and reformulation of existing policy and instructions;
- Backstopping, co-ordination and advice to the Bureau and to the field offices on programme policy, procedures and aspects of implementation;
- Provision of information to resident representatives on programme and other matters;

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14100 Subsection 3.1 Programme co-ordination and policy maintenance and  
development (continued)

- Assistance to the Directorate in management of Bureau;
- Representation of the Bureau at meetings;
- Co-ordination and preparation of bureau papers and presentations for the Governing Council, Economic and Social Commission for Asia and the Pacific (ESCAP) and for resource mobilization;
- Provision of reference material for the Bureau and maintenance of a RBAP Reference Unit;
- Preparation for regional and subregional meetings of resident representatives, Round Table Meetings for the LDCs, and other meetings.

3.2 Administration and personnel management

- Management and planning of RBAP staffing for field offices and headquarters;
- Handling of day-to-day personnel actions for the Bureau in close co-operation with DOP;
- Action and maintenance of personnel records and manning tables;
- Administrative backstopping for the Bureau in terms of space and furnishings, office supplies and equipment;
- Arrangement for headquarters and field staff training, in close co-operation with DOP.

3.3 Financial resources management

- Advice to Directorate on management of financial resources available;
- Implementation of UNDP financial regulations and rules;
- Provision of basic statistics on country programme and other activities;

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14100 Subsection 3.3 Financial resources management (continued)

- Programme/project actions such as:
  - Maintenance and reconciliation of ledgers;
  - Maintenance of logs for fact sheets;
  - Advance authorizations and unrephased budgets;
  - Clearance of outgoing correspondence relating to project financial data;
  - Review of CPMPs and project documents.
- Production of reports on:
  - Approvals of projects;
  - Advance authorizations;
  - Status of administrative budget;
  - Approvals by the Administrator;
  - Cost sharing and GCCC budgets;
  - Analysis of MARs;
  - Delegation of approval authority;
  - Analysis of CPMP/RPMP;
  - Investment follow-up projects, government execution;
  - OPE, UNV and TCDC projects;
  - Financial ceilings and ABLs.
- Financial management support to Directorate on government execution, voluntary pledges to UNDP and cost sharing.

## 14200 DIVISIONS I, II and III (COUNTRY PROGRAMMES)

### 1.0 Organization

There are three country programme Divisions in the Regional Bureau for Asia and the Pacific:

- Division I covers the UNDP field offices in Afghanistan, Bangladesh, Bhutan, India (s/o Bombay and Calcutta), Islamic Republic of Iran, Nepal, and Pakistan;
- Division II covers the UNDP field offices in Indonesia, Democratic Kampuchea, Democratic People's Republic of Korea, Lao People's Democratic Republic, Malaysia (office with programme responsibilities in Brunei and Singapore), Mongolia, Sri Lanka (s/o Maldives), and Viet Nam;
- Division III covers the UNDP field offices in Burma, China, South Pacific Region - Fiji (office with programme responsibilities in Kiribati, Nauru, Solomon Islands, Tonga, Trust Territory of the Pacific Islands, French Polynesia, Vanuatu, Tuvalu, New Caledonia, Wallis and Futuna Islands), Republic of Korea, Papua New Guinea, Philippines, Samoa (office with programme responsibilities in Cook Islands, Niue and Tokelau), and Thailand (office with programme responsibility in the territory of Hong Kong).

### 2.0 Overall responsibility

Each Division is responsible for rendering the necessary assistance, advice and support to the field offices in the formulation and management of the country programmes concerned.

### 3.0 Functions

Each Division performs the following functions:

#### 3.1 Country programming

- Conducts studies and keeps informed on the economic and political developments in the countries concerned and in the region;

14200 Subsection 3.1 Country Programming (continued)

- Reviews the approach to country programming and the draft country programme document according to individual country needs;
- Suggests linkages between country, regional and global activities where appropriate;
- Makes arrangements for clearances and submissions of the country programme document for Governing Council approval;
- Reviews the signed documents to ensure adequate quality;
- Reviews and edits the corresponding fact sheet.

3.2 Country programme implementation

- Analyses and comments on the management plan in carrying out each of the country programmes;
- Reviews the overall status of pipeline projects;
- Assists the resident representative in carrying out annual/periodic reviews;
- Analyses periodically the progress of programme expenditures against budgets and takes steps to ensure that any excessive variations are corrected;
- Reviews periodically, in consultation with the Government, the impact of the programme in attaining the country's objectives;
- Analyses the implementation of programme by executing agent and by sector, and recommends measures to ensure effective utilization of resources;
- Assists in the comprehensive review of the country programme leading to its revision or to a new country programme.

3.3 Formulation, appraisal and approval of projects

- Monitors all aspects of the formulation, appraisal and approval of individual projects through the CPMP, correspondence and visits;

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14200 Subsection 3.3 Formulation, appraisal and approval of projects  
(continued)

- Screens projects to confirm those which can be approved without headquarters intervention, those for which straightforward approval can be delegated and those which require further evaluation and decision. For the latter category, organizes and participates in review mechanisms as necessary, including missions, desk studies by technical personnel, queries to agencies, etc.;
- Arranges for decisions on executing agency designation where choice is unclear or contested;
- Prepares necessary approval documentation;
- Identifies opportunities for improving the performance and delivery of ongoing projects by following up progress reports and reviews and through periodic visits to the field.

3.4 Programme monitoring and evaluation

- Backstops the field offices in their function of monitoring and evaluating programmes and projects;
- Organizes project evaluation missions;
- Participates in selected tripartite reviews and evaluation;
- Analyses and makes recommendations in respect of monitoring and evaluation undertaken in the field offices, taking account of the headquarters policies and the circumstances of the country and programme concerned;
- Periodically reviews with agencies broad policy, management and operational issues in consultation with the field offices;

14200 (continued)

3.5 Field office organization and management

- Assists the Bureau Director in reviewing the performance of the field offices, and suggests ways and means of achieving balanced staffing, training and development;
- Liaises with all other units at headquarters which are dealing with the administrative, financial and personnel aspects of field office operation, with special reference to the questions raised about or by the offices of the region.

14300 DIVISION FOR REGIONAL PROGRAMME

1.0 Organization

The Division for Regional Programme is directed by a Chief who reports to the Regional Director.

2.0 Overall responsibility

The Division is responsible for ensuring that the regional programme is prepared and is managed effectively and efficiently in accordance with overall policies and procedures established by the Governing Council and the Administrator.

3.0 Functions

The main functions of the Division are to:

3.1 Regional programming

- Establish programme policies and identify programme objectives and priorities. For this purpose, the Division collects information on current needs for technical co-operation at regional and subregional levels and on relevant social, economic and political trends;
- Review, in consultation with Governments, executing agencies and resident representatives, the mechanisms by which UNDP support for regional co-operation may be provided, with a view to maximizing the responsiveness of the programme to the evolving patterns and priorities of inter-governmental co-operation;
- Undertake programme formulation, appraisal, implementation, monitoring, review and evaluation. This includes preparation of relevant documentation, maintenance of necessary liaison with executing agencies, Governments, inter-governmental organizations, with other concerned units of UNDP, and with other relevant organizations as required;
- Prepare briefs for UNDP representatives at regional meetings in which questions of programming UNDP intercountry IPF resources are involved.



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14300 (continued)

3.2 Formulation, appraisal, approval, implementation, monitoring and evaluation of projects

- Identify and formulate regional project proposals in consultation with executing agencies, Governments, principal project representatives, and other concerned units of UNDP;
- Appraise regional project proposals and revisions, and on that basis approve, modify or reject them in consultation with executing agencies, Governments, and other concerned units of UNDP;
- Monitor and evaluate implementation of regional projects in consultation with the field offices concerned;
- Prepare briefs for UNDP representatives at tripartite reviews and other regional meetings concerned with project monitoring and evaluation;
- Arrange missions in consultation with principal project representatives, and, where necessary, participate in them;
- Prepare a periodic status report Regional Project Management Plan (RPMP) on ongoing and pipeline regional projects and related management actions;
- Maintain up-to-date information on present and planned financial commitments on regional projects.

3.3 Other functions

- Provide the Bureau Directorate with advice on programme policy matters and actions required in the interest of strengthening programme effectiveness;
- In consultation with the appropriate unit within UNDP, solicit trust funds and cost-sharing resources and report to the donors on the utilization of these funds;
- Appraise regional project proposals to be financed from UNSO, UNFSST, UNRFRNRE, UNCDF, UNV and the Energy Account, as requested.

## CHAPTER XV

### REGIONAL BUREAU FOR LATIN AMERICA

15000 GENERAL

#### 1.0 Organization

1. The Regional Bureau for Latin America (RBLA) is composed of a Directorate which inter alia is responsible for programme support, and two Divisions, including the Caribbean Unit, as follows:

- Division for Country Programmes;
- Division for the Regional Programme and the English-Speaking Caribbean countries.

2. The Bureau is directed by an Assistant Administrator assisted by a Deputy Assistant Administrator.

#### 2.0 Overall responsibility

The Bureau is responsible for assisting Governments in planning and promoting the social and economic development of the countries through UNDP country and regional programmes in the Latin American region, and for assisting these Governments, upon their request, in the planning and co-ordination of their overall development assistance programmes.

#### 3.0 Functions

The principal functions of the Bureau are to:

- Give special attention, as required, to the programmes of newly independent and least developed countries, as well as those which face special problems;
- Provide assistance to Governments in the formulation, implementation and follow-up of country, subregional and regional programmes;

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15000 Subsection 3.0 Functions (continued)

- Support field offices and Government agencies with the identification, formulation, appraisal, execution, evaluation and follow-up of individual projects. For this purpose it consults with Governments, inter-governmental organizations and United Nations system organizations;
- Conduct programme reviews and recommend to the Administrator the distribution of IPFs and annual expenditure ceilings;
- Advise on and co-ordinate with field offices and other units in headquarters with respect to resource mobilization, local office costs, extrabudgetary financing, cost sharing, and multilateral activities;
- Examine and review programme and project expenditure plans for each recipient country and for regional programmes;
- Maintain programme data on project approvals, revisions, commitments, expenditures and other relevant data provided by field offices and by executing agencies;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Assist and advise the Administrator on operational and policy matters, both specific to the region and as they relate to the overall management of UNDP;
- Undertake manpower planning for headquarters and field office personnel;
- Negotiate with Latin American Member States, inter-governmental organizations of Latin America, United Nations system organizations and donor countries for the purposes of programme planning and to mobilize political and financial support for the Programme;
- Advise on policy with respect to relations with Governments;
- Represent the Administrator, as appropriate, at conferences of various kinds;

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15000 Subsection 3.0 Functions (continued)

- Prepare documents for and attend sessions of Governing Council and other bodies as requested;
- Provide guidance to field offices in the preparation of the country programmes and other documentation for presentation to the Governing Council;
- Prepare and review the Country Programme Management Plans and ensure proper implementation of the programme;
- Appraise large-scale projects (UNDP contribution above \$400,000) to determine headquarters approval, or delegation to the resident representatives;
- Appraise and approve, as necessary, projects involving special policy considerations;
- Prepare recommendations for approval of projects by the Governing Council or by the Administrator as necessary;
- Plan bureau missions. This includes reviewing their terms of reference, briefings and debriefings;
- Supervise daily the administrative management of the Bureau;
- Ensure proper support to all programme activities in the field;
- Ensure proper management of the field offices;
- Monitor and forecast programme development with analysis of main trends and the identification of bottlenecks;
- Evaluate selected programmes and projects with a view to improving their quality and effectiveness;
- Provide advice on major policy concerns of UNDP, including special responsibility for issues concerning Latin America;
- Formulate the Bureau's position on various matters to be discussed in the Executive Management Committee and other relevant fora;

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15000 Subsection 3.0 Functions (continued)

- Organize and co-ordinate agency reviews and regional meetings of resident representatives;
- Promote and implement specific mandates of UNDP, e.g. New Dimensions, TDC, etc.;
- Collaborate with regional bodies such as the Economic Commission for Latin America, the Latin American Economic System (SELA), the Latin American Integration Association (ALADI), the Cartagena Integration Agreement, the Secretariat for Economic Integration for Central America (SIECA), OAS, etc.;
- Collaborate with regional and global financial institutions such as the World Bank group, the Interamerican Development Bank, the Andean Development Corporation (CAF), the Central American Bank for Economic Integration (BCIE), the Caribbean Development Bank, etc. .

## 15100 DIVISION FOR COUNTRY PROGRAMMES

### 1.0 Organization

The Division for the Country Programmes is directed by a Chief who reports to the Bureau Director. This Division covers UNDP field offices in Argentina, Bolivia, Brazil (s/o Rio de Janeiro), Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador (office with programme responsibility in the country of Belize), Guatemala, Guyana, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.

### 2.0 Overall responsibility

The Division is responsible for rendering the necessary assistance, advice and support to the field offices in the formulation and management of the country programmes concerned.

### 3.0 Functions

The primary functions of the Division are to:

#### 3.1 General

- Prepare inputs on policy issues affecting the functions of the Division;

#### 3.2 Country programming

- Conduct studies and keep informed on the economic and political developments in the countries concerned and in the region;
- Advise resident representatives on proposed approach to country programming according to individual country needs, in consultation with the resident representative, agencies, etc.;
- Assist the resident representative in carrying out that approach in the country programme by participating in its preparation;

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15100 Subsection 3.2 Country programming (continued)

- Review and process the country programme document for Governing Council approval;
- Provide advice on revisions of country programmes or the preparation of new country programmes.

3.3 Country programme implementation

- Analyse and comment on the management plan or its revision in carrying out each of the country programmes;
- Review the overall status of pipeline projects;
- Assist the resident representative in carrying out annual and periodic reviews;
- Analyse periodically the progress of programme expenditures against budgets and take steps to ensure that any excessive variations are corrected;
- Review periodically the impact of the programme in attaining the country's objectives;
- Analyse the implementation of the programme by executing agent and sector, and recommend measures to ensure effective utilization of resources;
- Assist in the comprehensive review of the country programme leading to its revision or to a new country programme;
- Support field offices and approach institutions, as appropriate, with a view to mobilizing additional financial resources.

3.4 Formulation, appraisal and approval of projects

- Suggest opportunities for better formulation of projects through various options available in terms of project design and project mix;
- Assist in selecting the best means of executing the projects;

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15100 Subsection 3.4 Formulation, appraisal and approval of projects  
(continued)

- Categorize project requests with a view to maximum delegation of project approvals to the resident representatives;
- Ensure adequate Bureau appraisal through consultation as appropriate;
- Initiate headquarters inputs including consultancies to formulate or review projects;
- Prepare necessary approval documentation for projects and documentation for the Governing Council;
- Review the signed documents to ensure adequate quality;
- Review and edit the corresponding fact sheet.

3.5 Project implementation

- Identify opportunities for improving the performance and delivery of ongoing projects by following up progress reports and reviews and through systematic visits to the field.

3.6 Programme monitoring and evaluation

- Backstop the field offices in their function of monitoring and evaluating programmes and projects;
- Organize project evaluation missions;
- Participate in selected tripartite reviews and evaluation;
- Analyse and make recommendations in respect of monitoring and evaluation undertaken in the field offices, taking account of the headquarters policies and the circumstances of the country and programme concerned;
- Periodically review with agencies broad policy, management and operational issues in consultation with the field offices.



15100 (continued)

3.7 Field office organization and management

- Assist the Bureau Director in reviewing the performance of the field offices and suggest ways and means of achieving balanced staffing, training and development.

15200 DIVISION FOR THE REGIONAL PROGRAMME AND THE ENGLISH-SPEAKING CARIBBEAN  
COUNTRIES, INCLUDING THE CARIBBEAN UNIT

1.0 Organization

1. The Division concerns itself, in particular, with the regional programme in Latin America.
2. The Caribbean Unit, which is responsible for the programme in the English-speaking countries, covers the UNDP field offices in:
  - Barbados (office with programme responsibilities in Antigua and Barbuda, Dominica, Grenada, British Virgin Islands, Leeward and Windward Islands, Montserrat, Saint Christopher and Nevis, Saint Vincent and Saint Lucia), Guyana, Jamaica (office with programme responsibilities in the countries of Bahamas, Bermuda, Cayman Islands, Turks and Caicos Islands), Trinidad and Tobago (office with programme responsibilities in the countries of Netherlands Antilles and Suriname).

The Unit is also responsible for:

- The multi-island programme for the Eastern Caribbean; and
- Regional projects in the Caribbean.

It also has special responsibilities for the Caribbean Group for Co-operation in Economic Development (CGCED) of which UNDP is a sponsoring institution with special responsibilities for the co-ordination of the regional technical co-operation programmes of the Group.

3. The Division for the Regional Programme and the countries of the English-speaking Caribbean is directed by a Chief who reports to the Bureau Director. The Caribbean Unit is directed by a Unit Chief who reports to the Division Chief.

2.0 Overall responsibility

1. The Division is responsible for rendering the necessary assistance, advice and support to the resident representatives in the formulation and management of the country programmes concerned in the CARICOM Caribbean countries and for ensuring that the Latin American regional programme is prepared and managed effectively and efficiently in accordance with overall policies and procedures established by the Governing Council and the Administrator.

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15200 Subsection 2.0 Overall Responsibility (continued)

2. The Caribbean Unit, in particular, has special responsibilities for the Caribbean Group for Co-operation in Economic Development (CGCED) of which UNDP is a sponsoring institution with special responsibilities for the co-ordination of the regional technical co-operation programmes of the Group.

3.0 Functions

The principal functions of the Division are to:

3.1 General

- Prepare inputs on policy issues affecting the functions of the Division.

3.2 Country programming

- Perform the functions outlined for the Country Programme Division as they pertain to the 18 country programmes in the Caribbean.

3.3 Regional programming

- Establish programme policies and identify programme objectives and priorities. For this purpose the Division collects information on current needs for technical co-operation at regional and subregional levels and on relevant social, economic and political trends;
- Review, in consultation with Governments, executing agencies and resident representatives, the mechanisms by which UNDP support for regional co-operation may be provided, with a view to maximizing the responsiveness of the programme to the evolving patterns and priorities of inter-governmental co-operation;
- Undertake programme formulation, appraisal, implementation, monitoring, review and evaluation. This includes preparation of relevant documentation, maintenance of necessary liaison with executing agencies, Governments and inter-governmental organizations, with other concerned units of UNDP, and with other relevant organizations as required;

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15200 Subsection 3.3 Regional programming (continued)

- Prepare briefs for UNDP representatives at regional meetings in which questions of programming UNDP intercountry IPF resources are involved.

3.4 Formulation, appraisal, approval, implementation, monitoring, and evaluation of projects

- Identify and formulate regional project proposals in consultation with Governments, inter-governmental organizations, executing agencies and other concerned units of UNDP;
- Appraise regional project proposals and revisions, and on that basis, approve, modify or reject them in consultation with Governments, executing agencies and other concerned units of UNDP;
- Monitor and evaluate implementation of regional projects in consultation with the Governments and the resident representatives concerned;
- Prepare briefs for UNDP representatives at tripartite reviews and other regional meetings concerned with project monitoring and evaluation;
- Arrange, and where necessary participate, in any field missions required, including missions to the headquarters of executing agencies;
- Prepare a periodic status report on ongoing and pipeline regional projects.

3.5 Other functions

- Provide the Bureau Directorate with advice on programme policy matters and actions required in the interest of strengthening programme effectiveness;

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15200 Subsection 3.5 Other Functions (continued)

- Perform special liaison functions with regional institutions in Latin America and the Caribbean such as Caribbean Development and Co-operation Committee (CDCC), ECLA, SELA, JUNAC, etc. and subregional institutions such as the Caribbean Development Bank, the Caribbean Community (CARICOM) and the Organization of Eastern Caribbean States (OECS);
- In consultation with the appropriate unit within UNDP, solicit trust funds and cost-sharing resources and report to the donors on the utilization of these funds;
- Appraise regional project proposals to be financed from UNSO, UNFSSTD, UNRFNRE, UNCDF, UNV and the Energy Account as requested.

## CHAPTER XVI

### BUREAU FOR SPECIAL ACTIVITIES

16000 GENERAL

#### 1.0 Organization

1. The Bureau for Special Activities (BSA) is composed of a directorate and the following five units:

- Office for Project Execution (OPE)
- United Nations Volunteers (UNV)
- United Nations Capital Development Fund (UNCDF)
- United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE)
- Inter-Agency Procurement Services Unit (IAPSU)

2. The Bureau is directed by an Assistant Administrator.

3. The organizational chart of the Bureau is shown on page 3 of this section.

#### 2.0 Overall responsibility

BSA is responsible for assisting developing countries by utilizing the additional mechanisms for social and economic development represented by the various units under its policy, guidance and management. It provides co-ordination between the various funds and units under its responsibility and the core programme of UNDP. The overall responsibilities of each individual unit is spelled out in the relevant sections.

#### 3.0 Functions

The principal functions of the Bureau's Directorate are to:

- Co-ordinate and manage the activities of the units listed above;

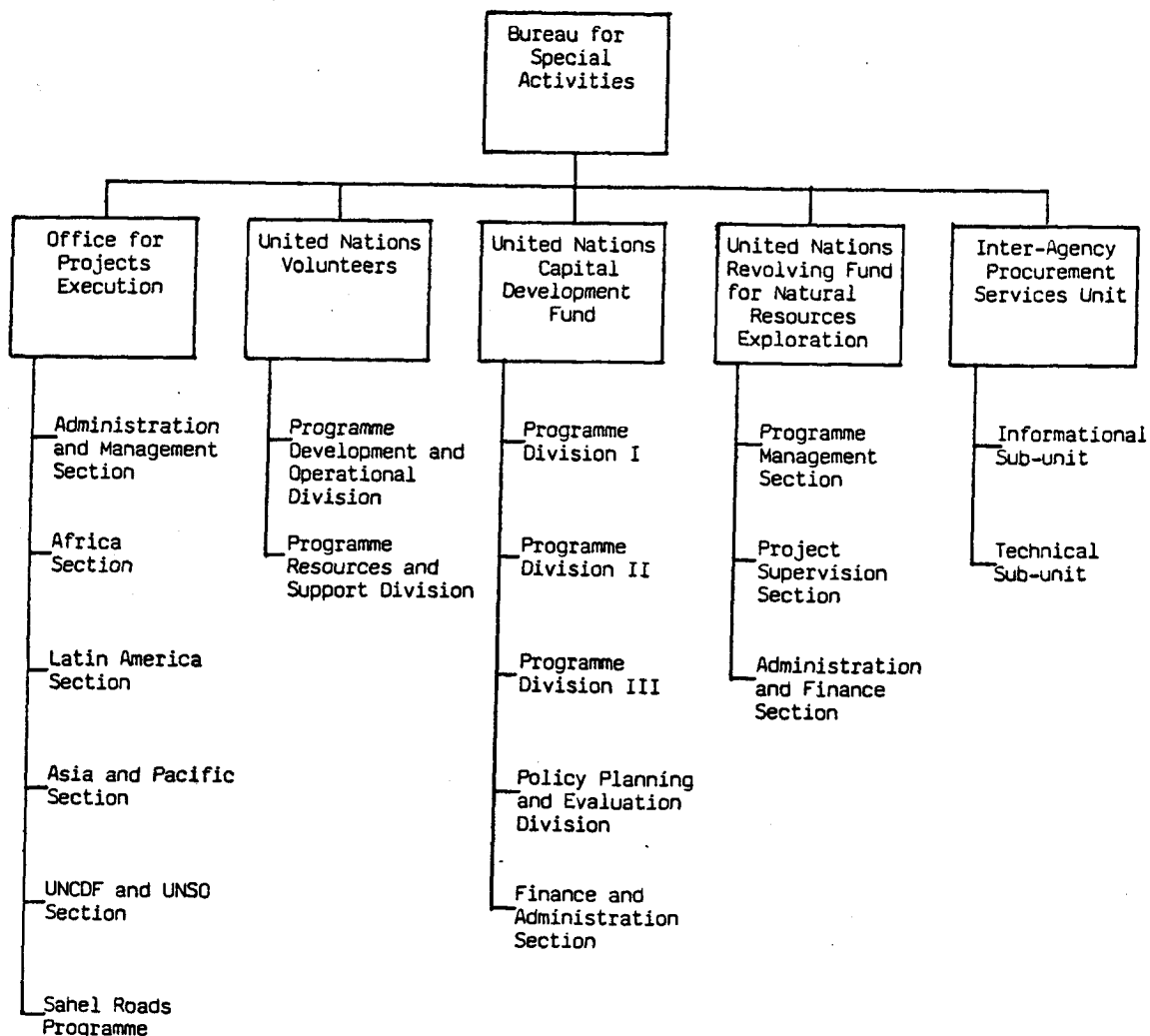
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16000 Subsection 3.0 Functions (continued)

- Represent the Administrator on matters relating to the non-core activities at meetings of the Governing Council, United Nations legislative organs and organizations of the United Nations common system, as appropriate;
- Approve projects and work programmes, monitor unit operations and manage the Bureau in accordance with the policies and procedures of UNDP.

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Organizational chart, Bureau for Special Activities





## 16100 OFFICE FOR PROJECTS EXECUTION

### 1.0 Organization a/

1. The Office for Projects Execution (OPE) was established in 1973. OPE is composed of the following organizational units:

- Administration and Management Section;
- Regional Sections for Africa, Latin America, Asia and Pacific and an organizational section for UNCDF and UNSO;
- Sahel Roads Programme.

2. OPE is headed by a Director who reports to the Assistant Administrator.

### 2.0 Overall responsibility

OPE is responsible for the execution of projects entrusted to it by the Administrator through a consultative process with the specialized agencies, as appropriate, and acts as the co-operating organization for funds and programmes administered by UNDP as well as for other organizations within the United Nations system.

### 3.0 Functions

The principal functions of the Office are to:

- Review projects submitted for execution by OPE;
- Participate in the design and development of a Project Plan of Action;
- Monitor, report on and evaluate projects;
- Identify subcontractors and experts to serve projects;

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a/ A review of the organizational structure is in progress.

16100 Subsection 3.0 Functions (continued)

- Purchase equipment required for projects implemented by OPE or in which OPE is the co-operating organization;
- Arrange for training of government personnel of UNDP/OPE-executed project and administration of fellowships as appropriate;
- Prepare final reports of UNDP/OPE-executed projects upon their completion, and implement follow-up evaluation of their effectiveness.

16101 REGIONAL SECTIONS FOR AFRICA, LATIN AMERICA, ASIA AND THE PACIFIC, AND  
THE ORGANIZATIONAL SECTION FOR UNCDF AND UNSO

These sections perform the following functions:

- Analyse project documents with respect to substantive and operational implementation with a view to developing effective execution approaches;
- Establish and finalize terms of reference for technical services, training activities, and the definition of technical specifications for equipment requirements;
- Co-ordinate these services and specifications with the relevant Government and OPE units;
- Plan and organize interim and final tripartite project reviews, with participation of Government personnel, consultants, the Project Management Officer (PMO) and the UNDP field office;
- Establish short lists of suitable consulting firms, institutions, or individual consultants for the provision of technical services;
- Finalize project work schedules, project revisions, work methodologies and call for tenders;
- Evaluate technical and financial aspects of proposals, make recommendations for contract awards, prepare presentation to the Contracts Committee, conduct all aspects of contract negotiations with the successful bidder, and prepare the contract;
- Supervise and monitor technical services from project inception to acceptance of the final report;
- Organize financial consortia, trust funds, or cost-sharing arrangements and negotiate such projects with recipient Governments, bilateral organizations or private investors;
- Identify potential investment sources for investment-oriented projects, organize meetings between investors and government officials, and co-ordinate project findings with investors' requirements;

16101 (continued)

- Assist in obtaining follow-up investments from bilateral and multilateral sources, from international organizations, and from private sources;
- Participate in joint arrangements and provide service functions for projects in which OPE is the co-operating institution, e.g. UNCDF, UNSO, UNRFPRE, IFAD, IBRD, UNFDAC, government execution, etc.

16102 SAHEL ROADS PROGRAMME

This section is responsible for all UNDP/OPE-executed projects falling within the United Nations Sudano-Sahelian Office (UNSO)-financed programme for the Sahelian countries related to road rehabilitation and maintenance. Within that area, it performs the following functions:

- Undertakes appraisal missions and conducts feasibility studies regarding new projects to be financed through UNSO in co-operation with other sources of financing (UNDP, UNCDF, African Development Bank, bilateral loan agreements). This includes the assessment of the socio-economic justification and technical feasibility of the project, the indication of the technical assistance personnel and equipment needed and the establishment of budgets;
- Participates in UNSO's negotiations with its sources of financing to set up the financial and administrative structures of new projects or the refinancing of ongoing projects;
- Prepares project documents in co-operation with UNSO, UNCDF and UNDP;
- Evaluates technical proposals from consultants, recommends selection, negotiates professional service contracts and supervises the work of the consulting firms;
- Assists in the evaluation of tenders for the purchase of road construction equipment;
- Supervises the preparation of tender documents for construction of all works to be carried out by local and/or international contractors, the evaluation of tenders and the negotiation of construction contracts;
- Co-ordinates the UNSO/UNDP input to the project with that of the government agencies, the consultants and the contractors;

16102 (continued)

- Through local co-ordinating offices, hires and administers labor, procures goods and services and provides logistical support to the projects;
- Provides technical advice to the projects when necessary;
- Supervises and reports to OPE on the work executed by the consultants and contractors;
- Manages budgets, cost control, planning, scheduling, etc.

## 16103 Administration and Management Section

The Administration and Management Section is composed of the following five units:

- Personnel Unit;
- Communications and Records Services Unit;
- The Administrative Support Unit;
- Finance Unit;
- Procurement Unit.

### 1.0 Personnel Unit

The Personnel Unit in liaison with the Division of Personnel is responsible for the management of both OPE headquarters staff and field project personnel, serving under UNDP/OPE-executed projects, in accordance with the United Nations Staff Rules and Regulations and OPE Policies and Procedures. The Unit performs the following functions:

- Advises and assists in developing and co-ordinating the management of headquarters and project personnel to ensure the consistency and uniformity of personnel practices;
- Identifies and analyses problems affecting headquarters and project personnel and recommends corrective action, if needed;
- Formulates and applies OPE personnel procedures within United Nations Staff Rules and Regulations;
- Interviews and refers for interview candidates of interest to OPE;
- Develops and maintains a comprehensive Roster of Consultants and Experts;

16103 Subsection 1.0 Personnel unit (continued)

- Recruits and administers, from the inception to the completion of a mission, all OPE national experts and international and local consultants;
- Co-ordinates the recruitment of experts and ensures that initial contact with all candidates is consistent with current rules, policies and procedures;
- Advises OPE staff on personnel matters and on the interpretation and applicability of the Staff Rules and Regulations;
- Authorizes the field offices to recruit local project staff and effects payment of relevant fees to consultants.

2.0 Communications and Records Services Unit

The Communications and Records Services Unit is responsible for the management of OPE records as well as for providing telex communications and performs the following functions:

2.1 Registry

- Processes all incoming and outgoing mail via inter-office pouch and US mail;
- Establishes and maintains a centralized filing system of documents pertaining to all UNDP/OPE-executed projects;
- Establishes and maintains files on consulting firms;
- Completes computer input forms for the print out of the list that contains all UNDP/OPE-executed projects.

2.2 Telex

- Receives and transmits telexes and cables worldwide.



16103 (continued)

3.0 Administrative Support Unit

The Unit performs the following functions:

- Drafts, reviews and analyses project documents; provides initial comments and recommendations on UNDP/OPE execution and methods of implementation;
- Monitors expenditure and requests budget revisions for all non-technical projects;
- Prepares submissions to UNDP Contracts Committee for subcontracts financed by Administrative Support Projects;
- Prepares inter-agency letters of agreements and subcontracts, verifies corresponding payments and ensures that the terms of contracts have been complied with;
- Initiates action for the recruitment and travel of experts, national and international consultants and locally recruited personnel;
- Maintains close contact with resident representatives and country offices at all stages of the project cycle;
- Plans and administers fellowships provided for in projects;
- Arranges group training and study tours for government officials.

4.0 Finance Unit

The Finance Unit comprises four subunits:

- Accounts;
- Payments;
- Co-ordination;
- Computer Data Services.

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16103 Subsection 4.0 Finance Unit (continued)

The Unit performs the following general functions:

- Ensures compliance with UNDP financial rules, PPMs and other instructions from UNDP or other funding offices. It carries out accounting and administering functions in order to monitor all projects executed by UNDP/OPE;
- Makes suggestions to UNDP for improving accounting procedures and financial management policy on the basis of OPE's actual experience.

Each subunit performs specific functions as follows:

4.1 Accounts

- Controls overall project and budget expenditures in respect of the projects executed by UNDP/OPE and financed from UNDP resources, trust funds, and non-UNDP resources;
- Monitors project budgets, obligations, and expenditures on a project-by-project basis;
- Prepares monthly, quarterly, semi-annual and annual financial reports and statements for various sources of funding.

4.2 Payments

- Verifies invoices against contracts, purchase orders and Special Service Agreements and prepares payment vouchers to effect payment through UNDP/DOF;
- Maintains OPE headquarters payment records and cable authorizations on individual project basis.

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16103 (continued)

4.3 Co-ordination

- Provides all statistical data input for Computer Unit entering OPE computer data base.

4.4 Computer Data Services

- Provides all data which are required for the Administrator's annual report and various other reports required for use in OPE.

5.0 Procurement Unit

The Procurement Unit is responsible for the purchase and delivery of equipment, materials and supplies to OPE project sites. It performs the following functions:

- Evaluates requisitions to ensure validity of specifications, target dates and budgets. The Unit must reconcile any anomalies with the Project Management Officer (PMO) responsible for the project, the Project Authorities and/or the staff of the fund sponsoring the project;
- Issues requests for quotations or invitations to bid in accordance with established rules and regulations, i.e. where needed, it must secure approval of a short list indicating suggested sources selected on an acceptable geographical basis;
- Evaluates and analyses bids and quotations prior to selecting awardee;
- Secures concurrence of selection from Project Authorities, submits recommendations to Contracts Committee and issues orders on receipt of approval;
- Provides purchase order follow-up with vendors to ensure timely delivery of material or equipment to job site;

16103 Subsection 5.0 Procurement Unit (continued)

- Keeps project manager informed of shipping status through the UNDP resident representative;
- Reviews invoices and shipping documents prior to payment approval;
- Ensures that resident representatives receive shipping documents for customs clearance in a timely manner;
- Prepares and follows-up claims against carriers, underwriters or vendors for shortages or damages;
- Maintains detailed inventories, by project, of non-expendable equipment purchased by OPE;
- Prepares on request reports indicating expenditures, origin of procurement, etc. ;
- Procures office equipment for OPE and other organizations as appropriate.

## 16200 UNITED NATIONS VOLUNTEERS PROGRAMME (UNV)

### 1.0 Organization

1. The United Nations Volunteers programme was established in 1970 by General Assembly resolution 2659 (XXV). The General Assembly requested the Secretary-General to designate the Administrator of UNDP as the Administrator of UNV and appoint a Co-ordinator who would promote and co-ordinate the recruitment, selection, training and administrative management of the activities of UNV. The UNV mandate was further extended by General Assembly resolution 31/131 when it was declared a major operational unit of the United Nations for the execution of youth programmes. By General Assembly resolution 31/166 that mandate was further amplified to set up a unit within the UNV programme to deal with domestic development activities. The UNV programme headquarters is located in Geneva. Under the overall direction of the Executive Co-ordinator the UNV programme is composed of two major divisions, headed by two Deputy Executive Co-ordinators:

- Programme Development and Operations Division;
- Programme Resources and Support Division.

2. The UNV programme organizationally forms a part of the Bureau for Special Activities of UNDP and functions under the overall supervision of the Assistant Administrator of the Bureau.

### 2.0 Overall responsibility

1. The programme is responsible for providing technical assistance to developing countries in the form of middle-level expertise under volunteer conditions of service. It provides the opportunity for altruistic minded and professionally competent and experienced individuals to make a direct contribution to development.

2. The programme has been given particular responsibilities in the fields of youth and domestic development services (DDS).

16200 (continued)

3.0 Functions

The principal functions of UNV are to:

- Recruit, field and administer United Nations volunteers to serve in developing countries at the request of Governments;
- Co-operate and collaborate with Governments, volunteer sponsoring organizations, United Nations system agencies and other national and international institutions in promoting the use of volunteers in development;
- Organize, as a focal point among international volunteer sending organizations, global and other meetings in the area of international volunteerism, youth and DDS as well as participate and contribute in other meetings;
- Design, formulate and execute, as executing agency, multisectoral or other development projects using volunteers as well as projects in the areas of youth and DDS jointly with host Governments;
- Collaborate with United Nations system agencies, national and other international organizations by assigning volunteers to their development projects;
- Negotiate with Governments and other potential sources to secure financial inputs for costs of specific UNV assignments to serve in developing countries;
- Administer and raise funds for the Special Voluntary Fund;
- Report annually to the General Assembly, through the Governing Council and the Economic and Social Council.

## 16201 PROGRAMME DEVELOPMENT AND OPERATIONS DIVISION

As one of two major divisions of the UNV organizational structure, Programme Development and Operations is principally concerned with optimizing the use of United Nations volunteers for the benefit of developing countries while ensuring prompt and effective responses to requests from Governments and adequate monitoring of and support to field operations. It is composed of two sections:

- Programme Operations Section;
- Programme Planning and Analysis Section.

### 1.0 Programme Operations Section

This section concentrates on the demand side of the UNV programme and performs the following functions:

- Maintains up-to-date information on development programmes and activities in developing countries and assists in programming UNV inputs within the context of such programmes and activities;
- Follows and participates in the preparation of country and intercountry programmes by providing resident representatives and regional bureaux with concrete proposals on how to make optimal use of United Nations volunteers;
- Assists Governments in designing projects for UNV execution and in providing backstopping and support for such projects and closely monitors their implementation;
- Selects and submits qualified candidates to Governments and specialized agencies for final selection and clearance;
- Supervises UNV programme assistants in the field with a view to maximizing their contribution to the activities of UNV;
- Co-operates with specialized agencies in providing suitably qualified candidates for projects executed by these agencies;

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16201 Subsection 1.0 Programme Operations Section (continued)

- Monitors performance of individual volunteers through evaluation of progress reports and monitoring visits to the field;
- Provides the resource unit with information on vacant posts;
- Compiles monthly statistics on volunteers;
- Briefs volunteers who come through headquarters, including all UNV programme assistants;
- Promotes UNV involvement in activities in support of youth and designs and executes projects intended to encourage the participation of youth in development;
- Designs and executes projects in support of DDS organizations in order to strengthen the capacity of such organizations to contribute to the development process.

2.0 Programme Planning and Analysis Section

This Section provides UNV management with timely and pertinent information and policy guidance with respect to all UNV internal operations and external relations, particularly in respect of, but not necessarily limited to, relations with the various governing bodies to which UNV is constitutionally required to report. It performs the following functions:

- Evaluates the programme on a continuous basis through internal reports on various programme aspects at regular intervals;
- Prepares policy documents, statements and draft decisions and resolutions for the Governing Council, the General Assembly and the Economic and Social Council;
- Prepares policy and special papers dealing with the UNV concept, TODC, etc.;
- Prepares PPM sections on UNV;
- Functions within UNV as the focal point for special United Nations global programmes (TODC, etc.);



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16201 Subsection 2.0 Programme Planning and Analysis Section (continued)

- Serves as focal point in UNV on questions involving organizational relationships with United Nations system agencies and organizations (general questions of agency co-operation, consultations with United Nations system agencies);
- Promotes and monitors developments towards possible co-operation with non-United Nations international organizations and programmes;
- Maintains the UNV central record and presents statistics as periodically needed.

## 16202 PROGRAMME RESOURCES AND SUPPORT DIVISION

The Programme Resources and Support Division is concerned with the continued development of recruitment sources worldwide, information and news media activities and UNV administrative and financial functions including administrative support for volunteers in the field. This Division is composed of five units:

- Recruitment Resources and Orientation Unit;
- Information Unit;
- Finance Unit;
- Placement Unit;
- Administrative Unit.

### 1.0 Recruitment Resources and Orientation Unit

- Advertises for and screens applications in accordance with prescribed recruitment criteria;
- Maintains working relationships with sources of supply, e.g. co-operating organizations and Governments, resident representatives, etc.;
- Maintains current roster system of qualified candidates for potential volunteer service in the programme;
- Compiles and issues to Governments, agencies and UNDP field offices a quarterly Sample List of Rostered Candidates and List of Vacant Posts;
- Arranges orientation and language training programmes for accepted candidates.

16202 (continued)

2.0 Information Unit

- Undertakes conception, production, distribution, translation, co-ordination and inventory of UNV publications, including UNV Statistical Directory and periodic UNV Newsletter;
- Establishes and develops informational and promotional contacts with the news media, United Nations information units, United Nations Department of Public Information and other public information activities;
- Maintains a reference unit containing resource material on UNV programme;
- Responds to queries relating to public information on UNV;
- Co-ordinates all printing needed for UNV headquarters.

3.0 Finance Unit

- Addresses and reviews policy proposals with financial implications;
- Manages the financial aspects of UNV executed projects;
- Manages UNV Special Voluntary Fund and other financial resources administered by UNV.

4.0 Placement Unit

- Ensures fielding of volunteers on receipt of necessary government clearances including completion of arrangements for medical clearance, travel, baggage entitlements, etc. It also undertakes same arrangements for the authorized dependents of volunteers when applicable;
- Makes all necessary arrangements for issuances, extension and renewal of volunteers' contracts where applicable;
- Handles all questions related to the repatriation of volunteers and the termination of their assignments.

16202 (continued)

5.0 Administrative Unit

- Addresses and reviews issues related to conditions of service applicable to United Nations volunteers and related matters in accordance with related UNV policies and procedures;
- Addresses legal issues as they arise;
- Provides administrative backstopping to serving United Nations volunteers;
- Handles all UNV headquarters in-house administrative and personnel related questions.

## 16300 UNITED NATIONS CAPITAL DEVELOPMENT FUND

### 1.0 Organization

1. The United Nations Capital Development Fund (UNCDF) was established in 1966 by General Assembly resolution 2186 (XXI) as an organization within the United Nations system. Subsequently, in 1967, by resolution 2321 (XXII), the General Assembly appointed the Administrator of UNDP as the Fund's Managing Director and entrusted the functions of the Executive Board of the Fund to the Governing Council of UNDP. The Fund is composed of five organizational units:

- Programme Divisions I, II, and III;
- Policy Planning and Evaluation Division;
- Finance and Administration Section.

2. UNCDF is headed by an Executive Secretary who reports to the Assistant Administrator.

### 2.0 Overall responsibility

1. The Fund is responsible for assisting principally the least developed countries in the development of their economies by supplementing existing sources of capital assistance by means of grants and loans free of interest or at low interest rates, and primarily on long term. Such assistance should be designed to bring early and direct benefits, particularly to low-income or other vulnerable groups.

2. UNCDF should also be directed towards the achievement of accelerated and self-sustained growth of the economies of those countries and is oriented towards the diversification of their economies, with due regard to the need for industrial development as a basis for economic and social progress.

16300 (continued)

3.0 Functions

The principal functions are to:

- Provide capital assistance to developing countries, particularly the least developed countries (LDCs);
- Establish annual project approval and disbursement targets in accordance with partial funding system guidelines and work towards those targets;
- Carry out the full range of activities in the project cycle including project development, project management and project evaluation, in close collaboration with beneficiary Governments and, as appropriate, co-operating agencies of the United Nations system;
- Participate actively with UNDP and other concerned United Nations organizations in the implementation of the Substantial New Programme of Action for the LDCs;
- Develop and maintain a mutually supportive working relationship with bilateral and multilateral financing institutions, with a view to strengthening the role of the Fund in the multilateral funding system;
- Mobilize resources through cost-sharing and trust fund arrangements, in order to supplement general resources derived from voluntary contributions;
- Report annually to the General Assembly through the Governing Council and the Economic and Social Council.

16301 PROGRAMME DIVISIONS I, II, AND III

The three Programme Divisions are distinguished by their different geographical areas of responsibility. Each of the Divisions performs the following functions:

- Establishes and maintains close working relationships with beneficiary countries as well as with UNDP field offices;

16301 (continued)

- Organizes and conducts programming missions to select projects identified by beneficiary Governments as appropriate for UNCDF financing;
- Participates in the elaboration of the annual plan of the Fund's activities including the establishment of project approval and disbursement targets;
- Analyses and develops project proposals for inclusion in the short and medium-term pipeline;
- Organizes project formulation missions, involving preparation of detailed terms of reference and identification of specialized consultants;
- Appraises project proposals and prepares submissions to the Appraisal Committee and the Project Approval Committee;
- Prepares and negotiates project agreements following project approval;
- Monitors all approved projects through to completion;
- Collaborates with UNDP and other multilateral and bilateral financing institutions for mutual support and complementarity in all appropriate phases of the project cycle.

16302 POLICY, PLANNING AND EVALUATION DIVISION

The Policy, Planning and Evaluation Division performs the following functions:

- Advises and assists UNCDF management in the development of overall policies related to programme scope and orientation, country coverage and sectoral priorities;
- Develops overall planning targets and strategies for the effective utilization of the Fund's programme resources;
- Develops approaches and criteria for establishment of collaborative relationships with other multilateral financing institutions, bilateral funding agencies, as well as United Nations system agencies and non-governmental organizations;

16302 (continued)

- Provides substantive and technical support for the implementation of UNCDF programmes including organizing and supervising missions undertaken at key stages of project implementation;
- Participates in the project appraisal process and provides the necessary substantive analyses;
- Develops systems for project monitoring, reporting and evaluation and evaluates completed projects and arranges informational feedback;
- Plans and organizes resource mobilization activities;
- Co-ordinates preparation of basic reports.

16303 FINANCE AND ADMINISTRATION SECTION

The Finance and Administration Section performs the following functions:

- Verifies project accounts and expenditures to ensure day-to-day cash-flow control;
- Monitors financial aspects of projects including preparation of quarterly expenditure reports by country/project;
- Participates in the preparation of the annual financial plan of the Fund taking into consideration the level of resources and the cash-flow requirements to carry on the activities during the year;
- Co-ordinates with Bureau for Finance and Administration and maintains relevant records.



## 16400 UNITED NATIONS REVOLVING FUND FOR NATURAL RESOURCES EXPLORATION

### 1.0 Organization

1. The United Nations Revolving Fund for Natural Resources Exploration (UNRFNRE) was established by General Assembly resolution 3167 (XXVIII) in December 1973. In order to increase the flow of high-risk exploration funds into developing countries, the UNRFNRE is administered on behalf of the Secretary-General by the Administrator of UNDP. The Fund is composed of the Director, who is responsible for all policy-making at the programme and administrative levels and for overall management of the Fund, and of the following three organizational units:

- Programme Management Section;
- Project Supervision Section;
- Administrative and Finance Section.

2. The Director of the Fund reports to the Assistant Administrator.

### 2.0 Overall responsibility

The Fund is responsible for providing financial and technical assistance to participating recipient Governments in all phases of exploration of natural resources in developing countries where high-risk capital from other sources is not available.

### 3.0 Functions

The principal functions of UNRFNRE are to:

- Provide assistance in the preparation of requests;
- Select projects on the basis of their technical and economic viability and, therefore, their potential for contributing to the requesting country's economic development;

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16400 Subsection 3.0 Functions (continued)

- Provide the expertise, equipment and personnel to locate solid minerals deposits and geothermal reservoirs;
- Execute directly all phases of field operations;
- Assess exploration results and their economic potential and report to the recipient Governments;
- Explore for solid mineral and geothermal resources and carry out, as appropriate, pre-investment studies which include follow-up feasibility studies;
- Report annually to the General Assembly, through the Governing Council and the Economic and Social Council.

16401 PROGRAMME MANAGEMENT SECTION

Overall responsibility is to plan, develop and manage effectively a highly technical and complex natural resource exploration programme. Major functions include:

- Policy formulation to effectively carry out the Fund's mandate to promote its objectives;
- Co-ordination of, advice on and appraisal of project research and development planning;
- Technical and financial appraisal, control and monitoring of the overall programme;
- Selection of projects for approval and negotiation of project agreements with Governments;
- Establishment of guidelines for internal programme planning and for financial procedures and management practices;
- Supervision and co-ordination of all phases of operational activities and the evaluation of results;
- Formulating decisions on further funding to projects in accordance with the phased approach to project development;
- Obtaining of co-financing for projects and investment follow-up financing;
- Determination of funding availability and requirements for programming.

## 16402 PROJECTS SUPERVISION SECTION

The Section's overall responsibility is to plan, supervise, monitor and evaluate field projects. Major functions include:

- Research and evaluate basic geological, mining and economic data;
- Develop projects through discussions and negotiations with recipient Governments;
- Effect and evaluate technical and economic assessments of proposed projects;
- Develop detailed project work programmes and costs;
- Prepare project proposals;
- Supervise and advise on all aspects of specific exploration projects: senior field staff, equipment, contracts, consultants, evaluation of results and provision of exploration guidance as necessary;
- Prepare bid and procurement specifications (drilling, geophysics, geochemistry, sample assays, beneficiation tests, etc.) and evaluate proposals and recommendations for awarding of contracts;
- Provide technical and operational advice to the Fund's management as required.

## 16403 ADMINISTRATION AND FINANCE SECTION

The main function is to provide overall operative support to projects and to ensure that all required project inputs and facilities are at the right place at the right time. Specific functions include:

- Preparation of the necessary administrative and procedural arrangements for the commencement of projects and for the recruitment of project personnel, travel, consultancy services, logistic support, service contracts, rental of premises, salary payments, etc.;

UNITED NATIONS  
DEVELOPMENT  
PROGRAMME

TITLE:

Bureau for Special Activities  
United Nations Revolving Fund  
for Natural Resources Exploration  
(continued)

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16403 (continued)

- Procurement and delivery of project equipment and supplies and disposal of these upon project completion;
- Setting up and maintaining systems for the financial recording of expenditures and obligations. This includes the recording of headquarters expenditures, the establishment and maintenance of specific project accounts, including project imprest accounts, the preparation of project expenditures, schedules and their periodic revisions and the examination of field accounts.

## 16500 INTER-AGENCY PROCUREMENT SERVICES UNIT

### 1.0 Organization

1. The Inter-Agency Procurement Services Unit (IAPSU) was set up in September 1977. It comprises two subunits:

- Informational Subunit;
- Technical Subunit.

2. IAPSU is located in Geneva and is headed by a Chief who reports to the Assistant Administrator.

### 2.0 Overall responsibility

1. The Inter-Agency Procurement Services Unit is responsible for the development and maintenance of a procurement information system which assists the United Nations family in identifying required goods and services throughout the world. Quality, price and ready availability are highlights of this information system.

2. It is also responsible for standardization in purchasing equipment.

### 3.0 Functions

The principal functions of the unit are to:

- Assist the United Nations system in procuring equipment at the lowest possible cost consistent with the maintenance of adequate standards;
- Develop and maintain procurement standards and procedures in order to enhance predictable deliveries and the control of costs;
- Establish ways and means to encourage procurement from developing countries consistent with established procurement rules and procedures;
- Increase utilization of accumulated non-convertible currencies by identifying product groups and services available in the countries concerned.

The Subunits perform the following functions:

16501 INFORMATION SUB-UNIT

- Disseminates to United Nations family organizations information on vendors, prices, specifications, availability, etc., of those goods most commonly purchased;
- Obtains, processes and disseminates timely and reliable information on business opportunities in UNDP-financed projects to the business community and governmental organizations as appropriate;
- Identifies new international sources of supply, thereby creating an expanded and more equitable distribution of sources for United Nations procurement activities.

16502 TECHNICAL SUB-UNIT

- Seeks to standardize common-user equipment, giving adequate weight to the life of an item, its durability and its adaptability to local conditions in recipient countries.

## CHAPTER XVII

### COMMITTEES AND ADVISORY BODIES

#### 17000 GENERAL

The following describes established UNDP standing committees and consultative bodies. Their purpose is to make appropriate recommendations to the Administrator in support of the discharge of his accountability.

#### 17001 EXECUTIVE MANAGEMENT COMMITTEE

1. The Executive Management Committee (EMC) deals with policy and important operational matters requiring action. In particular, the Committee jointly reviews, for approval by the Administrator, all documents to be submitted to the Governing Council, all important policy issues and policy circulars to be issued to inter-governmental and inter-agency bodies, the field and the agencies, and the administrative budget.
2. The Executive Management Committee is chaired by the Associate Administrator. Its membership consists of the Bureau Directors; Senior Director, Division for Global and Interregional Projects; and Chief, Unit for Europe.
3. The Director, PCO, is Secretary of the Committee and he participates fully in its discussions.
4. The Administrator maintains a close working relationship with the Committee. He is informed of the EMC agenda in advance and receives full reports of its activities from the Associate Administrator.

#### 17002 MANAGERIAL ADVISORY GROUP ON INFORMATION SYSTEMS

1. The Managerial Advisory Group on Information Systems (MAGIS) was established in January 1984. It provides advice on issues relating to information systems policy and procedures for developing, operating and maintaining information systems. It also provides advice on issues regarding the priorities and allocation of information systems resources among information systems development projects.

2. The MAGIS is chaired by the Assistant Administrator, Bureau for Finance and Administration. The Director, DMIS, serves as Secretary. The Directors of the Planning and Co-ordination Office (PCO) and Division of Finance (DOF) serve as permanent members of the Group. At least three other members from bureaux other than BFA, nominated by the Assistant Administrator, BFA, in consultation with the heads of the respective bureaux, serve on the Group.

#### 17003 CONTRACTS COMMITTEE

1. The Contracts Committee was established at UNDP headquarters to enable the Administrator to comply with Financial Regulation 13.5.

2. The terms of reference of the Committee are to review and recommend to the Assistant Administrator, Bureau for Finance and Administration, on procurements and contracts that fall within the scope of UNDP Financial Regulations and Rules.

#### 17004 PROPERTY SURVEY BOARD

1. The UNDP Headquarters Property Survey Board was established in 1971. It is composed of four members and a Secretary. The Chief, MOSS/DAMS, is an ex-officio member.

2. The Board consults and recommends appropriate measures in the following cases:

- Cases involving vehicles;
- Vehicle accidents, irrespective of financial limit;
- Theft, loss or damage to property which may involve assessment of surcharges under UNDP Financial Rule 113.24, irrespective of financial limit;



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17004 (continued)

- Disposal of communication equipment except telephones;
- Disposal of property by gift or donation, irrespective of the value;
- Transfer to Governments of property belonging to projects directly executed by UNDP; and
- All cases which the respective Local Property Survey Board is not authorized to handle.

3. Field offices submit to the Headquarters Property Survey Board all survey cases falling under the above-mentioned categories.

## 17005 CONSULTATIVE GROUP ON STAFF MATTERS

1. The Consultative Group on Staff Matters (CGSM) was established in October 1973 as the consultative and participatory mechanism to advise the Administrator on personnel policies and general questions concerning staff welfare.

2. The CGSM is composed as follows:

- The Assistant Administrator, BFA, is Chairman; the Chairman of the UNDP Staff Council is Vice-Chairman;
- The Director of Division of Personnel, two other members designated by and representing the Administrator, and one member designated by and representing the Executive Director of UNFPA. A Senior Policy Officer, DOP, two other members designated by the Administrator and two other members of UNFPA representing the Executive Director, serve as alternates;
- The Chairman of the UNDP Staff Council, two other UNDP staff members designated by the Staff Council representing the staff, and one UNFPA staff member, designated by the Council representing the UNFPA staff. Two staff members designated by the Council and one UNFPA staff member serve as alternates.

#### 17006 APPOINTMENT AND PROMOTION BOARD

1. The Appointment and Promotion Board is an advisory body established by the Administrator under provisions of the Staff Rules for the purpose of making recommendations in respect of all staff members (under the 100 and 200 Series of the Staff Rules) who are assigned to regular staff functions either at headquarters or in the field. These recommendations relate to appointments, change of category, promotions and review.
2. The Appointment and Promotion Board consists of six members and six alternates, at the Senior Officer level (P-5) or above, appointed to serve in their personal capacity for a period of one year, subject to renewal.

#### 17007 APPOINTMENT AND PROMOTION PANEL

1. The Appointment and Promotion Panel is an advisory body established by the Administrator under provisions of the Staff Rules for the purpose of making recommendations in respect of headquarters-administered staff members in the field service, general service and manual worker categories (under the 100 series of the Staff Rules). These recommendations relate to appointment, promotion and reviews.
2. The Appointment and Promotion Panel consists of six members and six alternates, at the principal general service level (G-5) or above, appointed to serve in their personal capacity for a period of one year, subject to renewal.

#### 17008 THE ADVISORY GROUP ON SPECIAL POST ALLOWANCES

The Advisory Group on Special Post Allowances was established in accordance with the Administrator's decision as recommended by the Consultative Group on Staff Matters at its meeting on 29 January 1976. The primary function of the Advisory Group is to review and consider all requests for SPAs and to submit its recommendations to the Administrator.

## 17009 THE REVIEW AND MONITORING COMMITTEE

1. The Review and Monitoring Committee (RMC) was established under the Consultative Group for Staff Matters (CGSM) in 1977. Its terms of reference are as follows:

- To monitor the application of personnel policies as defined in the UNDP Personnel Charter such as, inter alia, recruitment, placement, separation, retirement, transfer and administrative actions;
- To review ongoing personnel policies and procedures and make recommendations for improvement;
- To fulfil these functions the Committee shall receive access to relevant information from the Division of Personnel and appropriate units.

2. RMC examines the application of personnel policies on various groupings of staff as well as on individuals. Individual cases may, however, be examined for illustration purposes only, not for purposes of redress. The privacy of staff members is respected in this process. The Committee determines its own work plan and procedures, although CGSM may also request the RMC to undertake certain studies. Within this framework, the Committee reports periodically to CGSM on a quarterly basis at least.

3. The RMC is a subcommittee of CGSM and accordingly its members shall be selected in the same manner as those of CGSM. It is composed of three members, one of whom will act as Chairperson. The Chairperson is selected jointly, two members are nominated, one by Administration and one by the Staff Council.

3. Members of the RMC serve for 12 months starting on 1 April each year.

#### 17010 OMBUDSMAN PANEL

1. The Administrator established the Ombudsman Panel in 1973. Its function is to act in the joint interest of a staff member and the administration on matters arising from the staff member's employment with UNDP. The Panel assists and advises the staff member of his or her rights and privileges.
2. The Panel has six members.

#### 17011 THE ADVISORY COMMITTEE ON TRAINING NEEDS

1. The Advisory Committee on Training Needs was established in 1982 by decision of the Administrator as a consequence of the findings of the Staffing Survey and in full accordance with the Charter on UNDP Personnel Policies and Practices.
2. The Members are appointed by the Administrator in consultation with the Staff Council. Functions performed by the Committee include:
  - Suggesting areas of training needs related to increasing the organizational effectiveness of UNDP staff;
  - Reviewing and advising on priorities for training needs and the identification of appropriate target groups;
  - Advising on proposed UNDP training policies designed to meet identified organizational needs;
  - Consulting, on a regular basis, on the suitability of the overall ongoing and planned training programme as it relates to UNDP's needs;
  - Reviewing and commenting on the effectiveness and constraints of training programmes provided by UNDP in meeting identified needs.
3. The Committee is composed of five members (including one from UNFPA) and three alternates. It appoints its own chairperson and establishes the procedures and schedules meetings as may be required.

17012 UNDP NEWS ADVISORY BOARD

1. The UNDP News Advisory Board was established to provide overall guidance on the publication of UNDP News.
2. The Board is composed of six members who serve for a period of twelve months.

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ANNEX I

ABBREVIATIONS

ABL	Authorized Budget Level
ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACC	Administrative Committee on Co-ordination
ALADI	Latin American Integration Association
ARL	Advances Recoverable Locally
ARR	Assistant Resident Representative
ASG/OGS	Assistant Secretary-General/Office of General Services
BCIE	Central Bank for Economic Integration
BFA	Bureau for Finance and Administration
BPPE	Bureau for Programme Policy and Evaluation
BSA	Bureau for Special Activities
CAF	Andean Development Corporation
CARICOM	Caribbean Community
CCAQ	Consultative Committee on Administrative Questions
CCAQ/FB	Consultative Committee on Administrative Questions/Finance and Budget
CCAQ/PER	Consultative Committee on Administrative Questions/Personnel
CCSQ(OPS)	Consultative Committee on Substantive Questions/Operational Activities
CCSQ(PROG)	Consultative Committee on Substantive Questions/Programme matters
CDCC	Caribbean Development and Co-operation Committee
CGCED	Caribbean Group for Co-operation in Economic Development
CGSM	Consultative Group on Staff Matters
CIC	Country Information Co-ordinator
CILSS	Permanent Inter-State Committee on Drought Control in the Sahel
CPMP	Country Programme Management Plan
CRSS	Communications and Records Services Section
DAC	Development Assistance Committee
DAMR	Division for Audit and Management Review
DAMS	Division for Administrative and Management Services
DDS	Domestic Development Services
DER	Division of External Relations
DGIP	Division for Global and Interregional Projects
DMIS	Division of Management Information Services
DOF	Division of Finance
DOI	Division of Information
DOP	Division of Personnel

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Annex I (continued)

DPCP	Division for Policy Co-ordination and Procedures
DPDSE	Division for Programme Development, Support and Evaluation
DRR	Deputy Resident Representative
ECA	Economic Commission for Africa
EOC	Economic Co-operation among Developing Countries
ECE	Economic Commission for Europe
ECLA	Economic Commission for Latin America
ECOSOC	Economic and Social Council
ECU	Emergency Co-ordination Unit
ECWA	Economic Commission for Western Asia
EDP	Electronic Data Processing
EMC	Executive Management Committee
ESCAP	Economic and Social Commission for Asia and the Pacific
FAO	Food and Agriculture Organization of the United Nations
GA	General Assembly
GATT	General Agreement on Tariffs and Trade
GCCC	Government Cash Counterpart Contribution
HABITAT	United Nations Centre for Human Settlements
IACM	Inter-Agency Consultative Meeting
IAEA	International Atomic Energy Agency
IAPSU	Inter-Agency Procurement Services Unit
IATF	Inter-Agency Task Force
ICAO	International Civil Aviation Organization
ICC	International Computing Centre
ICJ	International Court of Justice
ICSC	International Civil Service Commission
ID	Identification
IDO	Investment Development Office
IDWSSD	International Drinking Water Supply and Sanitation Decade
IFAD	International Fund for Agricultural Development
IGO	Inter-governmental organization
ILO	International Labour Organisation
IMF	International Monetary Fund
IMO	International Maritime Organization
INRES	Information Referral System
IOB	Inter-Organization Board for Information Systems
IOV	Inter-Office Voucher
IPF	Indicative planning figure
ITC	International Trade Center-UNCTAD/GATT
ITU	International Telecommunication Union
JIU	Joint Inspection Unit



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Annex I (continued)

JPO	Junior Professional Officer
LDC	Least developed country
MAR	Monthly Attendance Report
MCO	Miscellaneous Claims Obligation
MOSS	Maintenance and Operations Services Section
MPG	Managerial Policy Group
NGLS	Non-Government Liaison Services
NGO	Non-governmental organization
NYCS	New York Computing System
OAS	Organization of American States
OAU	Organization of African Unity
ODA	Official Development Assistance
OECS	Organization of Eastern Caribbean States
OGS	Office of General Services
OPE	Office for Projects Execution
OPEX	Operational Assistance Personnel
PCO	Planning and Co-ordination Office
PCP	Policy Co-ordination and Procedures
PDR	Project Delivery Report
PIM	Project Institutional Memory
PMO	Project Management Officer
PPM	Policies and Procedures Manual
PPMS	Programme and Project Management System
PPR	Principal Programme Representative
RBA	Regional Bureau for Africa
RBAP	Regional Bureau for Asia and the Pacific
RBAS	Regional Bureau for Arab States
RBLA	Regional Bureau for Latin America
RMAC	Resource Mobilization Advisory Committee
RMC	Review and Monitoring Committee
RMU	Resource Mobilization Unit
RPMP	Regional Programme Management Plan
RR	Resident Representative
SELA	Latin America Economic Commission
SIECA	Secretariat for Economic Integration for Central America
SPA	Special Post Allowance
SPR	Special Programme Resources
s/o	Sub-office
TAB	Technical Assistance Board
TODC	Technical Co-operation among Developing Countries
UN	United Nations
UNCDF	United Nations Capital Development Fund

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Annex I (continued)

UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNDRO	Office of the United Nations Disaster Relief Co-ordinator
UNDTCD	United Nations Department for Technical Co-operation for Development
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFDAC	United Nations Fund for Drug Abuse Control
UNFPA	United Nations Fund for Population Activities
UNFSST	United Nations Financing System for Science and Technology for Development
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNRFNRE	United Nations Revolving Fund for Natural Resources Exploration
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSO	United Nations Sudano-Sahelian Office
UNU	United Nations University
UNV	United Nations Volunteer programme
UPU	Universal Postal Union
WFC	World Food Council
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Tourism Organization

## ANNEX II

### STRUCTURE OF THE HANDBOOK AND DEFINITIONS

Information in the Handbook is structured in categories of chapters, sections, paragraphs and subparagraphs.

#### 1.0 Numbering system for subject headings

1. Major subject headings have been designated chapters which take into account the broader spectrum of activities connected to it. There are 17 such chapters numbered I to XVII.
2. Each chapter is divided into sections which deal with the legislated and functional aspects of management or the organizational units within the framework of their responsibility. Sections are distinguished by a number where the left thousands and ten-thousands digits also represent the chapter in which the section is located, e.g. section 1200 is in chapter I and sections 12000 and 14100 are in chapters XII and XIV, respectively.
3. Chapter sections may be further broken down into subsections. Subsections have underscored headers, e.g. 16300, subsection 2.0 Organization. Paragraphs are also numbered where more than one paragraph occurs under a section, subsection, etc.
4. The header usually contains the chapter and section title and the section number. When material spans several sections, the section range is indicated instead of a simple section number. For example 16300-16303 appearing on four pages of this span of sections (pages 1 of 4 to pages 4 of 4) means four short sections (16300, 16301, 16302 and 16303 each not warranting a page of its own) are contained therein.

#### 2.0 Definitions

1. Organization should be interpreted as a consolidation of component unit/sub-units whose duties and responsibilities support or compliment the overall objectives of the defined areas of functional competence.
2. Overall responsibility should be interpreted as a generalized description of the scope of functions as assigned to respective areas of functional competence.

3. Functions should be interpreted as strategic elements of organizational policy which employs tactical procedures in order to realize overall objectives.

### 3.0 Co-ordination and custodianship

The Division for Audit and Management Review (DAMR) is responsible for co-ordinating and updating policy and procedural changes for inclusion in or revision to the Handbook.