

MEMORANDO DE ENTENDIMIENTO
entre el
Fondo de Desarrollo de las Naciones Unidas para la Mujer, UNIFEM, parte de ONU
Mujeres
y el
Programa de las Naciones Unidas para el Desarrollo, PNUD,
sobre la provisión de Servicios de Apoyo a la Implementación a nivel de
Programa de País

I. Introducción

El Programa de las Naciones Unidas para el Desarrollo en Guatemala (en adelante "PNUD"), proporciona diversos servicios administrativos a las agencias, fondos y programas del Sistema de las Naciones Unidas, según la *Política del PNUD Acerca de la Recuperación de Costos de Recursos Ordinarios y Otros Recursos* (Anexo 1).

En el marco de esta política, el presente Memorando de Entendimiento regula la recuperación de costos por servicios prestados a UNIFEM, parte de ONU Mujeres (en adelante "UNIFEM") en la implementación del Programa Conjunto GENDER GTU OPAS1660: "Fortaleciendo la Institucionalidad de las Mujeres en Guatemala" (en adelante "Programa Conjunto").


Las partes firmantes del presente acuerdo son la Oficina de País de PNUD Guatemala y la Oficina Sub-Regional de UNIFEM para México, América Central, Cuba y la República Dominicana (en adelante "UNIFEM, parte de ONU Mujeres").

UNIFEM y PNUD han alcanzado un acuerdo sobre los principios básicos para la recuperación de costos, sobre la base de los servicios de apoyo a la implementación del Programa Conjunto prestados a UNIFEM por PNUD.

II. Propósito del Memorando de Entendimiento

El propósito de este Memorando de Entendimiento es establecer el marco de cooperación y las responsabilidades de ambas partes, considerando el mutuo compromiso de establecer y mantener mecanismos ágiles, fáciles de administrar y transparentes, que permitan garantizar estándares de calidad y períodos óptimos para la implementación del Programa Conjunto.

III. Áreas de Colaboración y Responsabilidades de las Partes

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1. A solicitud de UNIFEM, parte de ONU Mujeres, PNUD proveerá los siguientes servicios operativos de apoyo a la implementación del Programa Conjunto:
 - a. Procesos de pago de bienes y servicios
 - b. Emisión de contratos
 2. El costo de los servicios prestados por PNUD, relacionados con el pago de bienes y servicios, se cargará automáticamente a UNIFEM, parte de ONU Mujeres, con cada transacción de pago, bajo el mismo *Chart of Account* (COA), según la Lista Universal de

Precios (UPL, por sus siglas en inglés) vigente. En el caso que una determinada transacción implicara distintos COAs, la recuperación del costo de servicios prestados por PNUD no se desglosará entre varias cuentas, sino que se aplicará a un único COA, a ser determinado por UNIFEM Guatemala, parte de ONU Mujeres.

3. Para la emisión de contratos, la recuperación del costo de servicio prestado por PNUD será cancelado de manera mensual por UNIFEM, parte de ONU Mujeres, con base al registro de contratos emitidos, a ser proporcionado por PNUD.
4. En cumplimiento con la Guía Rápida de Procesos Administrativos para Socios(as) Nacionales que regula los pagos directos en el marco del Programa Conjunto, acordada por las agencias participantes y las socias principales en abril del 2008 (en adelante la Guía), el Organismo Nacional de Ejecución (ONE) es el responsable de los procesos de contratación de bienes y servicios, en apego a las normas y procedimientos ahí descritos, así como de solicitar el pago o la emisión de contrato a UNIFEM Guatemala, parte de ONU Mujeres.
5. UNIFEM Guatemala, parte de ONU Mujeres, es responsable de asegurar que el proceso cumpla con las normas y regulaciones financiero-administrativas del Sistema de Naciones Unidas reflejadas en la Guía, y de aprobar la solicitud de pago o emisión de contrato a ser trasladada al PNUD.
6. En el caso de pagos directos, PNUD es responsable de verificar que se cuente con la documentación de soporte requerida, que la información financiera sea correcta, y de su ingreso en el sistema ATLAS. En caso de existir discrepancias, se consultará con UNIFEM Guatemala, parte de ONU Mujeres.
7. Previo a la emisión del cheque, UNIFEM, parte de ONU Mujeres, deberá aprobar el voucher en el sistema ATLAS.
8. En el caso de emisión de contratos, PNUD es responsable de emitir el contrato, a solicitud de UNIFEM Guatemala, parte de ONU Mujeres. Los contratos serán firmados por el ONE.
9. PNUD se compromete a mantener el estándar de calidad y eficiencia en el proceso de pagos, que implica un plazo no mayor de cuarenta horas hábiles para la emisión cheque o contrato, a partir de la recepción de la solicitud de pago. PNUD no se hace responsable del incumplimiento de este plazo derivado de atrasos en la aprobación del pago en ATLAS por parte de UNIFEM, parte de ONU Mujeres.
10. UNIFEM, parte de ONU Mujeres, se compromete a agilizar la aprobación de los *vouchers* en el sistema ATLAS, para garantizar el cumplimiento del plazo y calidades indicado en el numeral anterior.
11. El resto de servicios de implementación, ~~incluyendo procesos de procurement~~, se prestarán de acuerdo a los requerimientos específicos de UNIFEM Guatemala, parte de ONU Mujeres y se aplicará la UPL vigente para la recuperación de los costos por parte de PNUD. En caso de que el servicio de implementación requerido no figure en la lista, el costo del mismo se negociará entre UNIFEM y el PNUD.
12. Todos los documentos originales de soporte para la emisión de pagos o contratos en el marco de este Memorando de Entendimiento, permanecerán en custodia de PNUD.

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IV. Resolución de conflictos

Las Partes convienen en que el presente Memorando de Entendimiento es producto de la buena fe y el interés de mutuo apoyo y colaboración, por lo que toda controversia e interpretación que se derive del mismo, respecto a su operación, formalización y cumplimiento, será resuelta de común acuerdo. Sin embargo, si hubiese discrepancias, sea por la calidad de servicios en apoyo a la implementación provistos por PNUD, o por el pago de los mismos por parte de UNIFEM, parte de ONU Mujeres, sin llegar a acuerdos a nivel de país sobre las acciones correctivas, dentro de los límites razonables de la responsabilidad de cada una de las agencias según el presente Memorando de Entendimiento, quedará como alternativa la resolución del conflicto a nivel de sedes.

V. Entrada en vigencia y duración del Memorando de Entendimiento

Este Memorando de Entendimiento entra en vigor el 04 de octubre de 2010, una vez firmado por ambas partes, y se mantendrá en vigencia hasta el cierre operativo y financiero del Programa Conjunto, previsto en Mayo 2011, o hasta que una o ambas partes deseen terminarlo, mediante un aviso escrito de terminación al menos con un mes de anticipación.

VI. Anexos

Los siguientes anexos forman parte regulatoria del Presente Memorándum de Entendimiento:

Anexo 1: Política del PNUD Acerca de la Recuperación de Costos de Recursos Ordinarios y Otros Recursos

Anexo 2: Lista Universal de Precios 2010

Anexo 3: Cuadro de responsabilidades para la emisión de contratos

Anexo 4: Cuadro de responsabilidades para los proceso de pago de bienes y servicios

Anexo 5: Guía Rápida de Procesos Administrativos para Socio(as) Nacionales: Pagos Directos, GENDER GTU-OPAS-1660, Agencias Participantes: FAO, OPS/OMS, PMA, PNUD, UNFPA, UNIFEM, VNU, Guatemala, abril de 2008

Firmado en representación de PNUD:


Sr. Xavier Michon

Fecha: 04 de octubre de 2010

**Firmado en representación de UNIFEM,
parte de ONU Mujeres:**


Sra. Ana Güezmes

Fecha: 04 de octubre de 2010

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Policy on Cost Recovery from Regular and Other Resources

Document Name		Policy on Cost Recovery from Regular and Other Resources	
Language(s)		English – French – Spanish	
Responsible Unit		Bureau of Management/Office of Budget Resources	
Creator (Individual)		Romesh Muttukumaru Romesh.Muttukumaru@undp.org	
Queries to (Individual)		Patrick Tiefenbacher Patrick.Tiefenbacher@undp.org	
Subject (taxonomy)		Organizational Procedures, Corporate Systems & Standards, Programme Execution/Implementation	
Date created		02-June-03	
Mandatory Review		Every 2 years	
Audience		UNDP staff worldwide engaged in resource mobilization, resource management, as well as operations	
Applicability		All UNDP programmes and projects, regardless of Source of Funds and execution modality.	
Replaces			
Is part of		UNDP's new consolidated cost recovery regime	
Related documents		UNDP Programming Manual; Policy on Cost Recovery from UN Agencies; Policy on Charging Projects	
UN Record Ref.		Not yet available	
Version	Date	Author(s)	Revision Notes
2	16 Jan 04	Romesh Muttukumaru	Introduction of a fourth GMS distribution window for hybrid projects

- A. Background
- B. Principles
- C. The policy
 - 1. General Management Support (GMS):
 - 2. Implementation Support Services (ISS):
- D. Applicability
- E. Accounting instructions

A. Background

In its decision 98/2, UNDP's Executive Board recognized the importance of Other Resources as a mechanism to enhance the capacity and supplement the regular resource base of UNDP. The Board requested UNDP to develop, implement and manage all Other Resource funded activities in an integrated, transparent, flexible and accountable manner. In recognizing the increasing level of UNDP Other Resources, accounting now for around 75 per cent of Total UNDP Resources, the Executive Board in discussions on the 2000-2001 as well as 2002-2003 support budgets, clearly indicated that Other Resources do need to cover the full cost of the services being provided to Other Resources funded programmes as well as to contribute to the overall costs of UNDP's operations.

As a multi-funded organization UNDP continues to make the case that Regular Resources provide the funding for the organization's base structure and the additional costs associated in the delivery of regular resources funded programmes. All costs associated with the delivery of Other Resources funded programmes at the country and headquarters levels are to be fully covered through cost recovery mechanisms.

B. Principles

The following principles have guided the development of the new revised cost recovery policy from Regular and Other Resources:

- The Biennial Support Budget (i.e. Regular Resources) of UNDP will provide a base structure for all operations at the headquarters and country levels;
- The costs associated with the delivery of services to programmes above the base structure shall be borne by the relevant funding sources (Regular & Other Resources) within each programme;
- Generally, there are two categories of services provided to programmes; the first of which includes general oversight, management, and quality control, while the second category includes direct services in the context of implementation; and,
- Other Resources-funded programmes benefit from UNDP's global operations (which include strategic initiatives, policy development and corporate systems) and hence should contribute to them.
- Cost recovery from UNV, UNCDF, and UNIFEM do not fall under this policy, but constitute exceptions under the UN Agency cost recovery regime.

C. The policy

Based on the above background and principles, the policy reflects two types of recovery that will be applied to the two categories of services defined below. This policy supersedes all previous policies and guidelines, whether corporate, regional or unit/country specific:

1. **General Management Support (GMS):**

Projects funded from Regular Resources are not subject to GMS fees, as these resources already pay for the basic structure of UNDP, which is designed to provide these services. For programmes funded wholly or partially from Other Resources, the recovery for these services, which are not directly attributable to project inputs or activities, is through a **percentage fee**. GMS encompasses general oversight and management functions of UNDP HQ and CO units, and include the following specific services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

- a. **Trust Funds and Third-Party Cost-Sharing (TFs & TPCS):** The level of the fee should be set so that it covers cost arising both at the CO and HQ level, which would usually fall in the **5-7% range**. Based on estimated workload, units are encouraged to **negotiate a higher percentage fee**, also taking into consideration market conditions, and market opportunities. Of the total negotiated overhead, generally corporate support services and UNDP's global initiatives have a **first call of 2%**, with everything above that remaining fully with Country Offices. On regional projects (including TTF regional window), the responsible Regional Bureau will receive all overhead above 2%, while on global projects (including TTF global window) the BDP will receive overhead above 2%.

Finally, a fourth window has been set up for projects that require a greater level of headquarters support than usual. For all these "hybrid projects", general management support is also provided through the responsible Thematic Bureau, very similar to the support provided by Regional Bureaus in the case of "country projects". Consequently, in the case of "hybrid projects", the Thematic Bureau is awarded the GMS overhead share of 0.67%, while the Regional Bureau received 0.33%.

The **distribution** of the fee is as follows:

Source of Funds	Fee Range	of which:	Country Office(s)	Regional Bureau	BDP or BCPR	Central Services ¹	Global Operations	
Trust Funds, TPCS	5 to 7%		Country (incl. TTF Country) ²	0.67%	0%	0.33%	1%	
			Regional (incl. TTF Regional) ³	everything above 2%	0%	0.33%	1%	
			Global/Interreg. (incl. TTF, GEF, MP, Cap21) ⁴	0.33%	0.33%	everything above 2%	1%	
			Hybrid Projects ⁵ (incl. GFATM, BCPR TF)	everything above 2.33%	0.33%	0.67%	0.33%	1%

Any deviations in the allocation of GMS require clearance by the Office of Budget Resources. When the unit primarily responsible for the general management support (GMS share above 2%) delegates functions to another unit, particularly a country office, then the primarily responsible unit should also provide strategic support to the unit with delegated responsibility.

- b. **Programme Country Cost-Sharing (PCCS):** For projects that are fully funded from **Programme Country Cost-Sharing**, the same approach will be applied with the following modifications:
- i. Programme Country Cost-Sharing will be **charged 0.6% as GMS contribution for corporate support services** upfront, which is not necessarily taken on a project-by-project basis, but on a CO portfolio basis.

The **distribution** of the fee is as follows:

Source of Funds	Average Fee	of which:	Country Office(s)	Regional Bureau	Central Services	Global Operations
Programme Country C/S	3%		everything above 0.6%	0.4%	0.2%	Interest on XB balance

¹ Includes BOM, BRSP, OA, OAPR, OSG, etc.

² In cases where an HQ unit assumes part of the management responsibility usually performed by the Country Office, a different fee distribution can be agreed on by the units.

³ In cases where the Regional Bureau delegates part of its management responsibility to country offices, a different fee distribution can be agreed on by the units.

⁴ In cases where BDP or BCPR delegate part of their management responsibility to country offices, a different fee distribution can be agreed on by the units.

⁵ Inclusion of projects under the heading of "hybrid projects" requires clearance by the Office of Budget Resources.

- ii. The lower rate applicable to Programme Country Cost-Sharing is due to the benefits UNDP exceptionally derives from additional interest income on XB balances attributable to this type of resource. This additional income is used as a contribution to global initiatives.
- c. **Interest Income:** In the past some country offices used interest earned on unspent cost-sharing funds to cover their office cost, if an overhead fee was not charged in the cost-sharing project itself. As every project is now required to have a GMS fee, this practice is no longer applicable. Consequently, as is already the case with trust funds, all interest earned on cost-sharing projects (including interest on programme country cost-sharing, third-party cost-sharing, and the 888 account itself) will be credited to the 888 account and as applicable subsequently to projects as additional programmable funds. Thus, unlike in the past, no interest will be distributed into units' DPXB accounts.

2. Implementation Support Services (ISS):

These are services provided mostly by Country Offices in the implementation of Regular and Other Resource-funded programmes and projects (i.e. costs directly related to the delivery of programmes), and include:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment,⁶ including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

For all projects, **Regular and Other Resource-funded projects** alike, units are required to recover the cost for providing Implementation Support Services (ISS) on the basis of **actual costs or transaction fee**. These costs are an integral part of project delivery, and hence should be charged to the same budget line as the project input itself. In determining costs the approach is to use actual costs for clearly identifiable transactions and when this is not possible COs are encouraged to use the Universal Price List for services (transaction fee), which is part of the cost recovery from UN Agencies, as reference. The fee for ISS is not distributed and remains fully with the unit delivering the service.

The same approach to recovery for ISS also applies to projects under **Direct Execution** or where COs provide support to **National Execution**. In this context, it is emphasized again that COs are encouraged to identify in the design of projects all the necessary support elements, and to establish corresponding budget lines in the programme budgets. Fundamentally, the percentage fee for GMS is not intended to recover the cost of ISS, which instead should either be built into projects, or recovered based on a transaction fee, as described above. In deciding on which support elements should be part of the project budget, the COs should follow guidelines by the donor and/or UNDP's policy on charging projects (see Annex I), whichever is more restrictive.

D. Applicability

The policy takes effect **1 January 2004** for all new programmes. For existing programmes the new rates will be applied with the next substantial project revision following the policy's effective date. By 1 January 2005 at the latest, the new rates will apply to all existing programmes and projects.

⁶ This would include any fee to IAPSO.

Valid as of 01 March 2010

UNDP 2010 Universal Price List
For Country Office Services to UN Agencies and Programmes



(For Country Office Cost Bands, refer to page 3 of this document)

Service ¹ (see service notes overleaf)	High Cost	Mid-High Cost	Mid-Low Cost	Low Cost
Payment Process ²	26.02	18.18	14.30	10.08
Issue check only (Allas Agencies)	7.46	5.20	4.09	2.88
Vendor profile only (Atlas Agencies only)	11.89	8.26	6.50	4.55
Staff selection and recruitment process	406.59	275.01	216.11	146.53
Advertising (20%)	81.32	55.00	43.22	29.31
Short-listing (40%)	162.64	110.00	86.44	58.61
Interviewing (40%) ³	162.64	110.00	86.44	58.61
Staff HR & Benefits Administration & Management ⁴ (one time fee, per staff. Service incl. contract issuance, UNJPF/MIP enrollment, payroll setup - Starting 2006 this price applies to the separation process as well)	147.40	103.53	81.44	57.76
Recurrent personnel management services: Staff Payroll & Banking Administration & Management ⁵ (per staff, per calendar year)	368.41	247.48	194.44	130.70
Payroll validation, disbursement (35%)	128.94	86.62	68.05	45.75
Performance evaluation (30%)	110.52	74.24	58.33	39.21
Extension, promotion, enlillements (30%)	110.52	74.24	58.33	39.21
Leave monitoring (5%)	18.42	12.37	9.72	6.54
Consultant recruitment	163.71	114.85	90.34	63.98
Advertising (20%)	32.74	22.97	18.07	12.80
Short-listing & selection (40%)	65.49	45.94	36.14	25.59
Contract issuance (40%)	65.49	45.94	36.14	25.59
Issue/Renew IDs (UN LP, UN ID, etc.)	31.48	22.05	17.34	12.26
Local driver's licenses (full process)	40.58	28.49	22.41	15.88
Accreditation w. government	40.58	28.49	22.41	15.88
Vehicle registration (full process)	40.58	28.49	22.41	15.88
Visa request (excl. government fee)	28.20	19.58	15.39	10.77
Ticket request (booking, purchase)	34.26	23.87	18.77	13.19
Travel authorization	28.20	19.58	15.39	10.77
Hotel reservation	15.17	10.73	8.44	6.04
F10 settlement	18.74	13.03	10.25	7.19
Procurement process involving CAP (and/or ITB, RFP requirements)⁶	321.26	219.84	172.81	118.86
Identification & selection (50%) ³	160.63	109.92	86.40	59.43
Contracting/issue purchase order (25%)	80.31	54.96	43.20	29.71
Follow-up (25%)	80.31	54.96	43.20	29.71
Procurement not involving CAP (low value procurement, local)	97.33	67.74	53.27	37.39
Identification & selection ⁴ (50%)	48.67	33.87	26.64	18.69
Issue purchase order (25%)	24.33	16.94	13.32	9.35
Follow-up (25%)	24.33	16.94	13.32	9.35
Disposal of equipment ³	135.56	93.53	73.53	51.07
Custom clearance	50.08	34.54	27.15	18.85
Shipment arrangement	83.95	58.79	46.24	32.69
Fellowship package (per participant)	91.80	63.61	50.02	34.92
AR Management Process (create/apply receivable pending item- Allas Agencies Only)	10.49	7.35	5.78	4.09

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Explanatory Notes on the Universal Price List Services

The UPL only reflects the cost of standard services, i.e. services involving transactions and processes universally applicable in most Country Office settings. As such the UPL is applicable not only to the recovery of agency support services but also to certain categories of programme implementation support services (ISS) in cases where it is not practical to build these costs directly into the project budget.

The UPL does not reflect the actual cost of specialized or locally provided *ad-hoc* services, irrespective of whether they are provided to agencies and/or to projects. The UPL also does not include the cost of local security measures that might be necessary in certain countries without banking facilities. Country Offices will ensure that these costs are recovered through a fully transparent costing methodology, which should be part of a local agreement, consistent with the provisions stipulated in the UNDP Cost Recovery Policy for services to Agencies, and pursuant to the Memoranda of Understanding stipulated with each partner agency.

- ¹ Not all UN clients require all services. In particular, Atlas partner Agencies or resident UN entities carry out themselves several UPL sub-transactions, thus reducing the overall cost of the service. Each service category in the UPL attempts to address as accurately as possible the possibility that certain steps of specific services might be performed by some UN clients themselves.
- ² **Payment Process:** the process includes disbursement only, and requires a written instruction by the budget owner agency. UNDP does not review procurement process supporting documentation other than vendor banking information, unless otherwise stipulated locally. Note that UNDP does not charge fellow Atlas partner agencies for running a fully automated pay cycle
- ³ Because of reciprocity agreements, UNDP does not charge other UN entities for time spent on joint boards (recruitment, procurement).
- ⁴ **Staff HR & Benefits Administration & Management** include services such as:
- Position Data & Budget management
 - Issuance of contract
 - HR & dependent/beneficiary data entry & maintenance
 - Benefits data entry & maintenance (PF/Medical/Life Insurance)
 - Interface with GMC Henner on MIP reimbursements
 - Organization events (extensions, promotions, within grade increments, secondments, transfers etc)
 - Life events (changes to marital status and dependents)
 - HR data management for ASHI retirees
 - Production of key HR reports such as staffing table & personnel action forms (PAFs)
 - Guidance to staff & managers on HR rules & regulations
- ⁵ **Staff Payroll & Banking Administration & Management** are distinct from Global Payroll Services (provided by UNDP Copenhagen) and include services such as:
- Setting up transactions that impact payroll such as one-time or recurring earnings and deductions, garnishments, positive inputs for overtime payments and transportation allowance.
 - Administration of retroactivity, recoveries and adjustments
 - Maintenance of the absence calendars for that location
 - Management of absence data
 - Validation of trial payroll results prior to the final pay run.
 - Maintenance of employee banking instructions
 - Tracking and adjusting of leave balances that affect pay
 - Reporting of pay roll activity to Managers
 - Production of payroll reports and queries
 - Production of pay slips for employees
 - Manage receivables and payables that have an impact in Payroll including benefits billing for retirees and SLWOP. The Administrator GP will be granted access to the Finance Module to process these transactions.
 - Production, follow up and clean up of the PVR reports
- ⁶ For development projects subject to ISS recovery, where the portion of the **procurement process** that takes place outside Atlas is of a clearly complex (non standard) nature involving specialized supply-chain management processes, dedicated procurement staff, etc., offices are encouraged to determine the true cost of the exercise and explore with donors/partners the possibility of charging the cost of some of its specific components (e.g. dedicated staff) – in full or in part – to the project budget as a direct input to project delivery.

(FOR COUNTRY OFFICE COST BANDS REFER TO PAGE 3 OF THIS DOCUMENT)

2010 Universal Price List Country Office Cost Bands



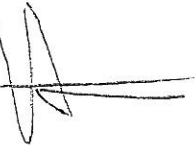
Country Office	Cost Band	Country Office	Cost Band	Country Office	Cost Band
Albania	Mid-Low	Ghana	Low	Nigeria	High
Algeria	Mid-Low	Guatemala	High	Panama	Mid-High
Angola	High	Guinea	Low	Papua New Guinea	Low
Argentina	Mid-High	Guinea-Bissau	Mid-Low	Paraguay	Mid-High
Armenia	Mid-Low	Guyana	Low	Peru	High
Azerbaijan	Mid-High	Honduras	Mid-High	Philippines	Mid-Low
Bahrain	High	India	Mid-High	Poland	High
Bangladesh	Mid-Low	Indonesia	Mid-High	Republic of Montenegro	Mid-High
Barbados	High	Iran (Islamic Rep)	Mid-Low	Romania	Mid-High
Belarus	Mid-Low	Iraq	Mid-Low	Rwanda	Mid-Low
Belize	Mid-Low	Israel/PAPP	Mid-High	Samoa	Low
Benin	Mid-High	Jamaica	Mid-Low	Sao Tome and Principe	Low
Bhutan	Low	Jordan	Mid-Low	Saudi Arabia	High
Bolivia	High	Kazakstan	High	Senegal	Mid-High
Bosnia and Herzegovina	Mid-Low	Kenya	High	Serbia	Mid-High
Botswana	Mid-High	Kosovo	Mid-Low	Slovakia	High
Brazil	High	Kuwait	High	South Africa	High
Bulgaria	Mid-High	Kyrgyzstan	Low	Sri Lanka	Low
Burkina Faso	Mid-Low	Lao PDR	Low	Swaziland	Mid-High
Burundi	Low	Latvia	Mid-Low	Syrian Arab Republic	Low
Cambodia	Low	Lebanon	High	Tajikistan	Low
Cameroon	Mid-High	Lesotho	Mid-Low	Tanzania - U Rep of	Mid-Low
Cape Verde	Mid-High	Libyan Arab Jamahiriya	Low	Thailand	High
Central African Republic	Mid-High	Lithuania	Mid-Low	Togo	Mid-Low
Chile	High	Macedonia	Mid-High	Trinidad and Tobago	Mid-High
China	Mid-High	Madagascar	Low	Tunisia	Low
Colombia	High	Malawi	Mid-Low	Turkey	High
Comoros	Mid-Low	Malaysia	Mid-Low	Turkmenistan	Low
Congo	High	Maldives	Low	Uganda	Mid-High
Costa Rica	High	Mali	Low	Ukraine	Mid-Low
Croatia	Mid-High	Mauritania	Mid-Low	United Arab Emirates	High
Cuba	Low	Mauritius	Mid-High	Uruguay	High
Djibouti	Mid-Low	Mexico	High	Uzbekistan	Low
Dominican Republic	High	Moldova - Rep of	Low	Venezuela	High
Ecuador	High	Mongolia	Low	Viet Nam	Low
Egypt	Mid-High	Morocco	High	Yemen	Mid-High
El Salvador	Mid-High	Mozambique	Mid-Low	Zambia	High
Equatorial Guinea	Mid-High	Myanmar	Low	Zimbabwe	Mid-High
Eritrea	Low	Namibia	Mid-Low		
Ethiopia	Low	Nepal	Low		
Gabon	High	Nicaragua	Mid-Low		
Gambia	Low	Niger	Low		

Anexo 3 - Responsabilidades de las partes en el proceso de contratación y de emisión de contratos:

	Actividades	Descripción actividades	ONE	UNIFEM MEX	UNIFEM GT	PNUD GT
1	Preparación de los Términos de Referencia para los servicios a contratar	El ONE elaborará los términos de referencia para cada uno de los servicios a contratar, según el formato registrado como Anexo 1 de la Guía Rápida de Procesos Administrativos para Socio(as) Nacionales; Pagos Directos, GENDER GTU-OPAS-1660, de abril de 2008	X			
2	Preparación de la lista corta de consultores a invitar	El ONE publicará las plazas, identificará la lista corta de consultores a invitar e indicará el nombre de cada consultor, curriculum vitae, referencias, teléfono y correo electrónico en su matriz correspondiente.	X			
3	Integración de Comité de Selección	Selección del consultor/a	X			
4	Acta de Selección	Elaboración y firma del acta de selección	X			
5	Solicitud de Contrato	Elaboración y envío de solicitud de contrato a UNIFEM Guatemala, con la documentación de respaldo (1)	X			
6	Aprobación de Solicitud de Contrato	UNIFEM Guatemala aprueba la contratación			X	
7	Solicitud de emisión de contrato	UNIFEM Guatemala solicita a PNUD la emisión del contrato incluyendo la documentación de respaldo			X	
8	PNUD emite contrato	El PNUD emite el contrato y remite a UNIFEM Guatemala dos ejemplares, que posteriormente serán trasladados por UNIFEM Guatemala al ONE.				X
9	Firma del Contrato y distribución de ejemplares	Los dos ejemplares de contratos son firmados por el consultor/a y el Director/a del ONE. Uno de los ejemplares debe ser devuelto a UNIFEM Guatemala, quien posteriormente lo trasladará a PNUD.	X			
10	Ejecución del contrato	El ONE será el responsable de la ejecución y administración del contrato.	X			
11	Solicitud de Enmienda	El ONE, por iniciativa propia o en atención a diversas circunstancias que admiten una enmienda, elaborará la solicitud de enmienda y la remitirá a UNIFEM Guatemala.	X			
13	Aprobación de Solicitud de Enmienda	UNIFEM Guatemala aprueba la enmienda			X	

14	Solicitud de realización de enmienda	UNIFEM Guatemala solicita a PNUD la realización de la enmienda aprobada			X	
15	Realización de enmienda	PNUD emite enmienda y remite a UNIFEM Guatemala dos ejemplares, que posteriormente UNIFEM Guatemala trasladará al ONE.				X
16	Firma de la enmienda y distribución de ejemplares	El ONE firmará la enmienda, (dos ejemplares, uno debe ser devuelto a UNIFEM Guatemala, quien posteriormente lo trasladará a PNUD).		X		
17	Ejecución de la enmienda	El ONE será el responsable de la ejecución y administración de la enmienda del contrato.		X		

(1) Documentación mínima de respaldo requerida por PNUD Guatemala para la emisión de contratos:



- Solicitud de Contrato Autorizada
- Currículum Vitae
- Términos de Referencia firmados por el coordinador o Director del proyecto
- Acta de Selección o Justificación de Contratación
- Fotocopia de Documento de identificación (Cédula o pasaporte)
- Credenciales Académicas (copia de título)
- Certificación de Seguro Médico y fondo de pensión (contratos por servicios)
- Carné de Inscripción a la SAT (NIT)
- Certificado Médico
- Justificación de retroactividad (Si aplica)
- Llenar formulario Vendor si el tipo de contrato es SSA (contrato por producto)

Notas:

1. Adicionalmente se deben observar y cumplir con requisitos establecido en la Guía de Procedimientos Administrativos del Programa Conjunto de conformidad con el tipo de consultoría a ser realizada.
2. Para el proceso de pagos relacionados con los contratos aquí regulados, se aplicarán los procedimientos establecidos en el Anexo 4 Responsabilidades de las partes en el proceso de pago de bienes y servicios



Anexo 4 - Responsabilidades de las partes en el proceso de pago de bienes y servicios

	Actividades	Descripción actividades	ONE	UNIFEM MEX	UNIFEM GT	PNUD GT
1	Proceso de adquisición de bienes y/o servicios	El ONE lleva a cabo los procedimientos necesarios para adquirir bienes y/o servicios según los procedimientos establecidos en la Guía Rápida de Procesos Administrativos para Socio(as) Nacionales: Pagos Directos, GENDER GTU-OPAS-1660, de abril de 2008	X			
2	Solicitud de pago	El ONE traslada a UNIFEM Guatemala la Solicitud de Pago de los bienes y/o servicios con la documentación de soporte requerida	X			
3	Aprobación de la solicitud de pago y asignación COA	UNIFEM Guatemala aprueba la solicitud de pago y asigna el COA para pago de las actividades y recuperación del costo de servicios prestados por PNUD			X	
5	Traslado solicitud de pago aprobada a PNUD	UNIFEM Guatemala traslada a PNUD la solicitud de pago aprobada, con la documentación de soporte			X	
6	Ingreso en ATLAS	PNUD ingresa el pago en el Sistema ATLAS				X
7	Aprobación ATLAS	UNIFEM México aprueba el <i>voucher</i> en ATLAS en un plazo que permita cumplir con el estándar de PNUD		X		
8	Emisión de cheque	PNUD emite cheque a proveedor de bienes y/o servicios				X
9	Notificación	PNUD notifica a UNIFEM sobre los cheques listos para entrega a proveedores-				X
10	Archivo de documentos de soporte	Los documentos serán archivados y custodiados por PNUD				X