

**Executive Office Instruction Ref. EOILG.2019.02****Policy and Process Management****1. Authority**

- 1.1. This Executive Office Instruction (EOI) is promulgated by the General Counsel under Executive Office Directive Ref. EOD.ED.2019.02 – Legislative Framework, on the basis of a delegation of authority from the Executive Director.

**2. Purpose**

- 2.1. The purpose of this EOI is to provide instructions to UNOPS policy owners (the “Delegates” in EOD.ED.2019.02) regarding the management of UNOPS policies (and related processes), as defined in EOD.ED.2019.02.

**3. Effective Date**

- 3.1. This EOI shall become effective **immediately**.

**4. Consequential Changes:**

- 4.1. This EOI shall supersede and replace EOILG.2018.01 - Policy and Process Management. The purpose of the revision is to replace references to the Legislative Framework Committee (LFC) by the Senior Leadership Team (SLT) and clarify other aspects of the EOI.

[signature redacted]

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**Executive Office Instruction Ref. EOL.LG.2019.02**

**Policy and Process Management**

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## **1. Introduction**

- 1.1. UNOPS legislative framework is defined in EOD.ED.2019.02 – Legislative Framework. The requirements and process for the drafting and promulgation of UNOPS policies (directives and instructions) are established in EOI.LG.2019.01 – Drafting and Promulgation Requirements for Directives and Instructions.
- 1.2. Under EOD.ED.2019.02, the Delegates are accountable to monitor compliance with policies they have promulgated, and that such policies are and remain relevant and up to date.
- 1.3. The purpose of the EOI is to elaborate on this obligation and provide instruction to the Delegates for the management of UNOPS policies and related processes.

## **2. Policy Life Cycle**

- 2.1. Clear, simple and fit for purpose policies and processes are crucial for an effective and consistent implementation of UNOPS activities throughout the organization.
- 2.2. This imposes that policies and processes, once they have been promulgated are properly managed from (i) their deployment to the entire organization, (ii) their compliance, to (iii) their regular revision to ensure that such policies and processes are and remain fit for purpose.

## **3. Policy Deployment**

- 3.1. Once a policy has been promulgated, it shall be properly deployed to the rest of the organization to ensure that all relevant UNOPS personnel know and understand the policy and related processes.
- 3.2. This phase is crucial to ensure that the policy and related processes will be followed and implemented consistently throughout the organization, and shall be to be planned and prepared before the promulgation of the policy.
- 3.3. A communication plan should be prepared to identify the categories of personnel to whom the policy needs to be communicated and how.
- 3.4. A training plan should also be prepared to identify the categories of personnel to whom to policy needs to be explained and to what extent. This may include WebExes, online or in-person training, written guidance materials, tutorials, etc. Such training may be mandatory for some personnel and optional for others. Training attestation may be delivered and required.

- 3.5. Under EO.LG.2019.01, policies and related processes are to be transferred in UNOPS Process & Quality Management System (PQMS), together with additional requirements, procedures, best practices, examples and other guidance (see below), and should come with appropriate tools, including in oneUNOPS or other relevant operation platforms, to allow UNOPS personnel to implement and comply with the policies and related processes.

#### **4. Policy Compliance Monitoring**

- 4.1. As noted above, the Delegates are accountable to monitor compliance with the policies and processes they have promulgated.
- 4.2. This phase is key to ensure that UNOPS policies are implemented consistently throughout the organization, and are and remain fit for purpose.
- 4.3. The Delegates shall ensure that the mechanisms required to monitor compliance with the policies they have promulgated are in place (including through other units). This may include the appointment of policy specialists by the Delegates within their respective groups.
- 4.4. This should also include mechanisms to track requests for advice and exceptions to, as well as violations of, such policies. These should be analysed by the Delegates on a regular basis (at least annually) to understand why they happened, and the Delegates should take appropriate corrective measures, including possible revisions of the policies, as may be required.

#### **5. Policy Revisions**

- 5.1. As noted above, the Delegates are to monitor the implementation of the policies they have promulgated to ensure compliance with such policies, keep track of request for advice and exceptions to, as well as violations of, such policies to understand why such requests were made and take appropriate corrective measures, including revisions to the policies and related processes.
- 5.2. This is crucial to ensure that UNOPS policies are and remain fit for purpose and support the organization in the effective implementation of its activities.

#### **6. PQMS**

- 6.1. As noted above, the content of UNOPS policies (mandatory principles and processes) are to be progressively transferred into PQMS together with additional mandatory requirements, procedures, best practices, examples and other guidance.



- 6.2. This phase is key so that UNOPS has a single entry point for all personnel to have access to UNOPS policies, processes, and guidance to ensure a consistent implementation of UNOPS activities throughout the organization.
- 6.3. It shall be the responsibility of the Delegates to ensure that the information included in PQMS is in line the policies (directives and instructions) and they have promulgated.