POLICY.LG.2025.01 (Rev. 01)

Development and Issuance of UNOPS Policies and UNOPS Technical Standards

Headquarters, Copenhagen

10 Nov 2025

1. **Authority**

1.1. This Policy revision is issued by the General Counsel pursuant to POLICY.ED.2025.01 - UNOPS Legislative Framework Policy, on the basis of a delegation of authority from the Executive Director.

2. **Summary of revisions**

2.1. This Policy revises POLICY.LG.2025.01- Development and Issuance of UNOPS Policies and UNOPS Technical Standards by amending section 3.1. (a) and (b) so that the Policy Development Committee determines what new UNOPS Policies should be developed and which existing UNOPS Policies should be revised, instead of only making recommendations to the Executive Director.

3. **Effective date**

3.1. This Policy revision shall become effective immediately.

[signature redacted]

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Table of contents

- 1. Purpose and application (see page 2)
- 2. Definitions (see page 2)
- 3. Policy Development Committee (see page 3)
- 4. Development of new or revised UNOPS Policies and UNOPS Technical Standards (see page 4)
- 5. Proposed minor revisions to UNOPS Policies and UNOPS Technical Standards (see page 5)
- 6. Policy Review Team (see page 6)
- 7. Consultative Group for proposed new or revised UNOPS Policy or UNOPS Technical Standard (see page 6)
- 8. Proposed Final Draft of new or revised UNOPS Policy or UNOPS Technical Standard (see page 7)
- 9. Consideration by Committee (see page 8)

- 10. Submission of proposed new or revised UNOPS Policy or UNOPS Technical Standard for consideration by Management Team (see page 9)
- 11. Issuance of a new or revised UNOPS Policy or UNOPS Technical Standard (see page 9)
- 12. Monitoring compliance (see page 10)
- 13. Periodic review of each UNOPS Policy (see page 10)
- 14. Basic format of UNOPS Policies (see page 11)

1. Purpose and application

1.1. The purpose of this Policy is to set out how UNOPS Policies and UNOPS Technical Standards will be drafted or revised in a coordinated and consultative manner and then approved, issued and published. It also sets out the requirements for the periodic management of issued UNOPS Policies and UNOPS Technical Standards to ensure that they continue to be fit for purpose. In the rest of the document, the term "UNOPS Policies" shall be understood to encompass UNOPS Technical Standards.

1.2. This Policy does not apply to the development and issuance of Corporate Processes and Corporate Guidance and Informational Documents.

2. Definitions

2.1. In this Policy, the following capitalized terms have the meanings set out below:

(a) "**Consultative Group**" means the persons responsible for reviewing and providing inputs on a draft new or revised UNOPS Policy proposed by a Policy Owner;

(b) "**Draftsperson**" means a person designated by the General Counsel to be responsible for preparing the text of a new or revised UNOPS Policy on behalf of a Lead Technical Expert;

(c) "**Lead Technical Expert**" means the Policy Owner's designated representative responsible for developing the proposed new or revised UNOPS Policy;

(d) "**Policy Development Committee**" or "**Committee**" means the committee established by section 3 below;

(e) "**Policy Owner**" means a manager who has been designated by the Executive Director on the basis of an existing delegation of authority to be responsible for developing, recommending, issuing, publishing and

managing UNOPS Policies, UNOPS Technical Standards, Corporate Processes and Corporate Guidance and Informational Documents that relate to the functional area for which that person is responsible and accountable. Where UNOPS Policies, UNOPS Technical Standards, Corporate Processes and Corporate Guidance and Informational Documents relate to more than one functional area and include cross-functional content, there may be more than one Policy Owner;

(f) "**Proposed Final Draft**" means the draft referred to in section 8 below;

(g) "**Review Team**" means the persons specified in section 6 below;

(h) "**Statement of Concerns**" means the statement referred to in section 8 below;

(i) "**UNOPS Policy**" means a UNOPS Policy as that term is used in the UNOPS Legislative Framework Policy;

(j) "**UNOPS Technical Standard**" means a UNOPS Technical Standard as that term is used in the UNOPS Legislative Framework Policy.

3. Policy Development Committee

3.1. A Policy Development Committee is hereby established to:

(a) determine what new UNOPS Policies should be developed;

(b) determine which existing UNOPS Policies should be revised;

(c) determine the priority in which UNOPS Policies are to be developed and/or revised;

(d) ensure that there is a business case for UNOPS Policy development or revision, including issues to be addressed, cost/benefit analysis, and performance indicators, provided that if the Committee considers that the business case is self-evident, the Committee may waive the requirement for preparing any of these elements;

(e) ensure that relevant stakeholders have the opportunity to provide inputs during the development of each proposed new or revised UNOPS Policy, provided that the Committee shall establish a Consultative Group pursuant to subsection 7.1 only if it determines that such a group is necessary;

(f) review proposed new or revised UNOPS Policies to determine whether they are ready to be submitted for the consideration of the Management Team;

(g) provide high-level guidance for the improvement of the UNOPS Legislative Framework; and

(h) carry out such other policy-related functions as may be assigned by the Executive Office.

3.2. The Committee shall consist of the following members:

(a) the General Counsel, who shall serve as Chair;

(b) three members designated by the Deputy Executive Director (Delivery and Partnerships);

(c) one member designated by the Deputy Executive Director (Management and Policy);

(d) the Director of the Risk and Compliance Group;

(e) the Director of the Process Innovation and Digitalisation (PID) Programme; and

(f) the Director of the UNOPS unit who will issue a proposed Policy or any Director who has been designated by the Executive Director to develop a proposed Policy.

3.3. The Director referred to in subsection 3.2 (f) is a voting member of the Committee for the purposes of the proposed Policy.

3.4. The Committee shall report to the Executive Director.

3.5. The Committee shall meet at least once every three (3) months or at the request of any of its members. Members may unanimously agree that no meeting needs to be held.

3.6. Where possible, the decisions of the Committee shall be made by consensus. Where consensus is not possible, the Committee members shall vote, and the view of the majority shall prevail. In the event of a tie, the Chair shall have the casting vote.

3.7. The Committee may:

(a) designate one or more persons as the Secretariat to the Committee; and

(b) direct that all communications with the Committee shall be via such Secretariat.

4. Development of new or revised UNOPS Policies and UNOPS Technical Standards

4.1. UNOPS Policies shall be developed and revised in an effective, efficient, consultative and coordinated manner. For this purpose:

(a) the need for new or revised UNOPS Policies shall be identified by Policy Owners through:

(i) periodic reviews of the UNOPS Legislative Framework pursuant to section 13 of this Policy; or

(ii) a determination by a Policy Owner that activities in his/her functional area cannot be effectively implemented without an accompanying UNOPS Policy;

(b) when a Policy Owner intends to prepare a proposed new or revised UNOPS Policy, the Policy Owner shall inform the Secretariat to the Committee by e-mail;

(c) in addition, a Management Team member may at any time request the Committee to consider along with the Policy Owner whether a new UNOPS Policy should be developed or an existing UNOPS Policy should be revised.

4.2. Any other person who wishes to propose that a new or revised UNOPS Policy be developed shall discuss with his/her supervisor. If deemed appropriate, the supervisor may escalate the proposal to the Management Team member responsible for that person's unit. The Management Team member shall determine whether to submit the request to the Committee.

5. Proposed minor revisions to UNOPS Policies and UNOPS Technical Standards

5.1. If a Policy Owner intends to propose minor revisions to a UNOPS Policy, the Policy Owner may dispense with the consultation process and Committee process described in sections 6 to 10 below. For the purposes of this Policy, a "**minor revision**" is a non-substantive and non-material revision of a UNOPS Policy, such as editorial adjustments, updating cross-references to other related UNOPS Policies, minor changes resulting from changes to other UNOPS Policies, changes to the titles of Policy Owners or units or offices within UNOPS, and/or reformatting without substantive changes.

5.2. However, in the interests of transparency, the Policy Owner shall nonetheless arrange for the Lead Technical Expert to submit via the Executive Office focal point for Management Team matters the proposed revised UNOPS Policy for the consideration of the Management Team, after which case section 11 below shall apply.

5.3. Should any member of the Management Team consider that a proposed revision is more than a minor revision, sections 6 to 10 below shall apply.

6. Policy Review Team

6.1. A Review Team shall be established by the Committee once the Committee has determined that a proposed new or revised UNOPS Policy is to be developed.

6.2. The Review Team shall consist of:

(a) the Lead Technical Expert;

(b) a technical expert designated by the senior-most Committee member designated by the Deputy Executive Director (Delivery and Partnerships);

(c) such other technical expert(s) as may be designated by the Policy Owner, including an expert(s) requested by a Regional Director(s), to provide inputs for the consideration of the Lead Technical Expert;

(d) a person designated by the Director of the UNOPS Risk and Compliance Group to ensure that the proposed new or revised UNOPS Policy will be consistent with UNOPS risk management and compliance policies and practices; and

(e) the Draftsperson.

6.3. The Lead Technical Expert shall, in consultation with the other members of the Review Team, determine the substance of the proposed new or revised UNOPS Policy. The Draftsperson shall ensure that the text is fully reflective of the views of the Lead Technical Expert.

7. Consultative Group for proposed new or revised UNOPS Policy or UNOPS Technical Standard

7.1. If the Committee has decided that a Consultative Group is necessary for a proposed new or revised Policy, this section 7 and section 8 below shall apply.

7.2. Any member of the Committee may, within a period to be specified by the Committee Chair, nominate one person to be part of the Consultative Group for that proposed new or revised UNOPS Policy.

7.3. If there are no more than eight nominees, all the nominees shall become members of the Consultative Group.

7.4. If there are more than eight nominees, the Committee shall decide on the eight members of the Consultative Group in accordance with subsection 3.6 above.

7.5. Notwithstanding the foregoing, should they consider the proposed new or revised UNOPS Policy to be of particular significance and/or complexity, the Executive Director, the Deputy Executive Director (Management and Policy), the Deputy Executive Director (Delivery and Partnerships) and/or the Policy Owner may designate additional persons to be members of the Consultative Group.

7.6. For the avoidance of doubt:

(a) if no person is nominated, it will not be necessary to have a Consultative Group for the proposed new or revised UNOPS Policy;

(b) a Consultative Group may have fewer than eight members;

(c) the person who designated a Consultative Group member may replace the Consultative Group member with another person;

(d) the Executive Director, the Deputy Executive Director (Management and Policy), the Deputy Executive Director (Delivery and Partnerships), and/or the Policy Owner may at any time designate more persons to be members of the Consultative Group.

7.7. The Lead Technical Expert shall give the members of the Consultative Group at least four (4) weeks to review the text of the proposed new or revised UNOPS Policy and provide their inputs, unless the Lead Technical Expert and the members of the Consultative Group agree on a different period.

7.8. For the avoidance of doubt, the Lead Technical Expert shall consider the inputs of the members of the Consultative Group, but may decide not to adopt them. The Lead Technical Expert shall prepare a written summary of all the inputs that have not been adopted and the reasons for not adopting them.

7.9. Nothing in this document prevents the Lead Technical Expert from seeking and/or considering inputs from persons or groups outside of the Consultative Group.

7.10. A Consultative Group member may consult such other person(s) as he/she may consider appropriate, including any person(s) that a Management Team member has asked him/her to consult, before providing inputs to the Review Team.

8. Proposed Final Draft of new or revised UNOPS Policy or UNOPS Technical Standard

8.1. After the period for the Consultative Group members to provide their inputs to the Review Team has ended:

(a) the Review Team shall discuss the inputs of the members of the Consultative Group;

(b) the Lead Technical Expert, along with the Draftsperson, shall prepare a revised draft;

(c) the Lead Technical Expert shall present the revised draft to the Policy Owner and obtain the Policy Owner's instructions about the revised draft; and

(d) the Draftsperson shall finalize on behalf of the Policy Owner and the Lead Technical Expert the text of the proposed new or revised UNOPS Policy for consideration by the Committee ("**Proposed Final Draft**").

8.2. The Draftsperson will provide the other members of the Review Team and the members of the Consultative Group with a copy of the Proposed Final Draft, noting that any member may within fourteen (14) days or such other period as may be agreed by the aforementioned persons provide the Draftsperson with a statement to be shared with the Committee setting out the concerns of that member and/or any other person about the Proposed Final Draft ("**Statement of Concerns**").

9. Consideration by Committee

9.1. After the period for providing Statements of Concerns has ended, the Draftsperson shall provide the following to the Committee: (a) a copy of the Proposed Final Draft;

(b) a summary of:

(i) for a proposed new UNOPS Policy: the key elements of the proposed new UNOPS Policy; or

(ii) for a proposed revised UNOPS Policy: the key changes being proposed;

(c) a list of the members of the Review Team and Consultative Group who were consulted in the preparation of the Proposed Final Draft, as well as any other person who provided significant inputs; and

(d) all Statements of Concerns received by the Draftsperson. If no Statement of Concerns was received, the Draftsperson will inform the Committee accordingly.

9.2. The Committee will consider all of the information set out in subsection 9.1. above, and decide whether the proposed new or revised UNOPS Policy is ready to be submitted for the consideration of the Management Team. If the Committee decides that the Proposed Final Draft is not ready to be submitted, the Committee may issue such instructions to the Policy Owner and/or Review Team as it may consider appropriate.

10. Submission of proposed new or revised UNOPS Policy or UNOPS Technical Standard for consideration by Management Team

10.1. Where the Committee has determined that a proposed new or revised UNOPS Policy is ready, the UNOPS Policy shall be submitted for the consideration of the Management Team.

10.2. The Lead Technical Expert shall provide the following to the Executive Office focal point for Management Team matters:

(a) the information specified in subsection 9.1 above; and

(b) written confirmation that the Committee has determined that the proposed new or revised UNOPS Policy is ready for the consideration of the Management Team. If the Committee was not unanimous in its decision, the Lead Technical Expert shall also provide a copy of the Committee's minutes regarding the proposed new or revised UNOPS Policy.

10.3. The Executive Office focal point shall include the proposed new or revised UNOPS Policy in the agenda of the Management Team, and provide the Management Team members with all of the information set out in the preceding section.

11. Issuance of a new or revised UNOPS Policy or UNOPS Technical Standard

11.1. After considering the views of the Management Team, and subject to any instructions that may be issued by the Executive Director, the Policy Owner shall decide whether to proceed to issue the new or revised UNOPS Policy.

11.2. If the Policy Owner decides to issue the new or revised UNOPS Policy, the Lead Technical Expert shall work with the UNOPS Strategy and Transformation Group and the UNOPS Communications Group to:

(a) have the new or revised UNOPS Policy published on the UNOPS portal for UNOPS Policies and, if appropriate, the UNOPS external website; and

(b) inform all personnel of the issuance of the new or revised UNOPS Policy. Except where the Policy Owner considers it unnecessary, this

shall include a summary of the main points of the new UNOPS Policy or, in the case of a revised UNOPS Policy, the key changes.

11.3. Except where the Policy Owner considers it unnecessary, the Lead Technical Expert shall:

(a) prepare a training plan to identify the categories of personnel to whom the UNOPS Policy needs to be explained and to what extent; and

(b) work with the UNOPS Strategy and Transformation Group on a change management process.

12. Monitoring compliance

12.1. Each Policy Owner shall monitor compliance with each UNOPS Policy issued by him/her to ensure that the UNOPS Policy is implemented consistently throughout UNOPS, and is and remains fit for purpose. Compliance shall only be monitored against what is clearly stated to be mandatory.

12.2. Each Policy shall define what key controls (preventative or detective) are required to be in place to fulfill the objectives of the UNOPS Policy.

12.3. Exceptions shall not be granted routinely and shall instead be restricted. Processes shall be established for seeking and granting exceptions, with appropriate oversight to ensure accountability. All exceptions shall be justified through a business case and documented, and shall be time bound. Each Policy Owner shall keep a master list of exceptions granted by him/her, by the Deputy Executive Director who the Policy Owner reports to (if applicable), or by the Executive Director, under the UNOPS Policy issued by the Policy Owner.

12.4. All breaches of a UNOPS Policy shall be reported to and documented by the Policy Owner. In the case of high risk breaches, lessons learned and remedial efforts shall also be documented. Policy breaches that may constitute misconduct shall be reported to the Internal Audit and Investigations Group (IAIG), with a copy to the Risk and Compliance Group (RCG).

13. Periodic review of each UNOPS Policy

13.1. After a new or revised UNOPS Policy is issued, the Policy Owner shall, after consulting that UNOPS Policy's Review Team and Consultative Group, inform the Committee every two years whether that UNOPS Policy is and remains fit for purpose. Nothing in the

foregoing shall prevent the Policy Owner, a Management Team member and/or a Committee member from proposing that the UNOPS Policy be revised earlier.

14. Basic format of UNOPS Policies

14.1. The General Counsel shall publish guidelines setting out the basic format of UNOPS Policies.