POLICY.RCG.2026.02 (Rev. 01)
Delegation of Authority

Headquarters, Copenhagen

30 Jul 2026

1. **Authority**

1.1. This Policy is issued by the Risk and Compliance Group Director, pursuant to POLICY.ED.2025.01 - UNOPS Legislative Framework Policy, on the basis of a delegation of authority from the Executive Director.

2. **Consequential changes**

2.1. This Policy shall supersede and abolish EOI.ED.2023.02 - Delegation of Authority and Accountability Framework issued on 28 September 2023.

2.2. This Policy shall supersede any existing delegation of authority to the senior management positions identified in Annex I of this Policy, to the extent that the relevant authority is reflected in Annex I.

2.3. Any DoA Master Table governing functional area authorities not yet included in Annex I shall remain in effect until those authorities are incorporated into Annex I and the relevant DoA Master Table is expressly superseded or abolished.

3. **Effective Date**

This Policy shall become effective on 01 Oct 2026.

Georg Eichhorn

Risk and Compliance Group Director (OiC)

[signature redacted]

Chapter 1 - General Provisions

1. Purpose

1.1. This Policy defines the legal framework for the delegation of authority (DoA) within UNOPS, and it aims to ensure that decision-making powers are exercised at the appropriate levels of the organization in a manner that is accountable, effective, efficient, and transparent, thereby safeguarding the integrity, financial sustainability, and reputation of UNOPS.

1.2. This Policy provides the basis for strengthening organizational effectiveness, resilience and promotes timely operational and management decisions by defining how delegation of authority operates in UNOPS within a framework of strong governance, safeguards, including quality control, segregation of duties and compliance with the UNOPS Legislative Framework.

1.3. This Policy seeks to mitigate risks arising from unclear or inconsistent delegations leading to operational inefficiencies, overlapping or conflicting authorities, inadequate controls and management involvement in key organizational decisions, and potential misuse of authority.

1.4. This Policy aims to ensure that all delegations are correctly assigned and traceable.

2. Application and Scope

2.1. This Policy applies to all UNOPS personnel, regardless of contract type or duty station.

2.2. Managers within UNOPS shall support the effective exercise of the delegation of authority under this Policy.

3. Definitions

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

(a) **"accountability"** means the obligation of an organization and its personnel to be answerable for all decisions made and actions taken, and to be responsible for honouring their commitments, without qualification or exception. Accountability includes:

(i) achieving objectives and high-quality results in a timely and cost-effective manner;

(ii) fully implementing and delivering on its mandate in compliance with all resolutions, regulations, rules and ethical standards;

(iii) verifiable, objective, accurate and timely reporting on performance results;

(iv) responsible stewardship of funds and resources;

(v) all aspects of performance, including a clearly defined system of rewards and sanctions;

(vi) due recognition of the important role of the oversight bodies, and in full compliance with accepted recommendations.

(b) **"approve"** means to review and formally confirm, endorse, or consent to a specific decision, action, document or transaction. Approval indicates that the action or item has been assessed and is risk-informed, and is accepted within the limits of the delegated authority and the UNOPS Legislative Framework;

(c) **"authority"** means the right and power to make decisions, commit resources, or take actions on behalf of UNOPS, within the limits of the delegated authority and the UNOPS Legislative Framework;

(d) **"delegated authority"** means the authority granted to a Delegatee by a Delegator under this Policy, including any terms, conditions and limitations;

(e) **"Delegatee"** refers to the personnel who is entrusted with delegated authority and is empowered to act within the scope of the delegation;

(f) **"Delegation of Authority (DoA)"** means the act, through Annex I of this Policy or through the UNOPS DoA management tool, by which a Delegator entrusts a Delegatee with delegated authority in accordance with this Policy and the UNOPS Legislative Framework;

(g) **"Delegation of Authority management tool"** means the official UNOPS electronic system designated for the issuance, recording, administration, management, monitoring and verification of delegated authorities;

(h) **"Delegator"** refers to the personnel who has delegated their own authority to another personnel;

(i) **"Officer-in-Charge (OiC)"** means the personnel designated to temporarily exercise the delegated authorities of an absent manager or vacant post, as recorded in the UNOPS Delegation of Authority management tool, subject to any terms and conditions specified by Annex I or by the Delegator;

(j) **"professional judgment"** means the application of relevant knowledge, skills, and experience to make sound, ethical and risk-informed decisions, including seeking guidance from subject matter experts and the Delegator where uncertainty or potential risk to UNOPS exists, before acting or omitting to act.

Chapter 2 - Principles

4. Principle of cascading of authority

4.1. The principle of cascading of authority means that authority is delegated from the top down through the organizational hierarchy and in accordance with the organizational structure.

4.2. The Executive Director's (ED) authority is derived from the United Nations Secretary-General, the General Assembly, the UNOPS Executive Board, the UN Staff Regulations and Rules, and the UNOPS Financial Regulations and Rules. No delegation may contravene these instruments and all delegated authority is subordinate to them.

4.3. The ED may delegate their authority to direct reports, who in turn may further delegate to their own direct reports, unless indicated otherwise in their delegation of authority, as consistent with the UNOPS organizational structure and this Policy.

4.4. Further delegation is permitted unless explicitly restricted in Annex I or by the Delegator.

4.5. For the avoidance of doubt, UNOPS personnel shall not claim to delegate authority that they do not have, subject to potential disciplinary measures.

5. Principle of subsidiarity

5.1. The principle of subsidiarity means that authority should be delegated to the most appropriate level of decision-making, noting the following considerations:

(a) UNOPS personnel should be empowered to make decisions that correspond to their level of responsibilities within the organization;

(b) decisions should be taken by those who possess the knowledge and contextual understanding of the circumstances surrounding the relevant decision or transactions, with due consideration of its complexity, materiality and associated risks; and

(c) decision-making should occur at the most appropriate level to enable UNOPS to remain agile and to avoid unnecessary delays in the approval process.

5.2. The principle of subsidiarity determines that where a matter exceeds the Delegatee's authority or entails significant strategic, financial, operational, or reputational risk, the Delegatee shall ensure appropriate consultation with the Delegator, providing relevant information in a timely manner.

6. Principle of accountability, due care, professional judgment and integrity

6.1. The principle of accountability, due care, professional judgment and integrity means that Delegators are accountable for the outcomes of the delegated authority and for ensuring that delegated authority is exercised in accordance with this Policy.

6.2. The Delegator retains the responsibility and accountability to oversee the exercise of delegated authority and may suspend, amend, or revoke the delegation at any time.

6.3. A delegation does not constitute an abdication of accountability for the Delegator.

6.4. Each Delegator shall delegate authority only to personnel who are qualified and capable of exercising the delegated authority responsibly.

6.5. When delegating authority, each Delegator must take into account the nature, complexity, and risk profile of the task or decision being delegated as well as any limits or conditions under which the delegated authority should be exercised.

6.6. Delegators and Delegatees are responsible for their individual decisions and actions, and both shall act with due care, professional judgment and integrity.

6.7. Each Delegatee is accountable to the Delegator for exercising the delegated authority responsibly and shall ensure full understanding of the scope and limits of their authority and act within it.

6.8. A Delegatee cannot claim ignorance of the UNOPS legislative framework in defence of any decision or action taken in exercising any delegated authority.

6.9. Each Delegator shall review the Delegatee's performance regularly, in line with the UNOPS performance management process.

6.10. Misuse, negligence, or deviation from delegated authority may result in review of the relevant decisions, or disciplinary measures, or both.

7. Principle of segregation of duties and avoidance of conflict of interest

7.1. The principle of segregation of duties and avoidance of conflict of interest means that decisions are made with transparency and fairness, supported by proper safeguards.

7.2. Delegated authority must be exercised with safeguards that ensure impartiality and prevent concentration of power.

7.3. Segregation of duties shall apply so that no single person has control over multiple critical steps in a major decision or transaction.

7.4. Where segregation is not feasible, equivalent compensating controls and oversight must be applied.

7.5. Delegators and Delegatees shall at all times avoid situations of actual, potential, or perceived conflict of interest.

7.6. UNOPS personnel shall disclose and recuse themselves from any decision where an actual, potential or perceived conflict of interest exists prior to the decision being taken.

8. Principle of monitoring and oversight

8.1. The principle of monitoring and oversight establishes that effective systems are in place to monitor the use of delegated authority, enabling the early detection of non-compliance with this Policy and supporting timely corrective action.

8.2. Monitoring and oversight are essential to maintaining confidence in the delegation of authority framework and safeguarding the integrity of decision-making across the organization.

8.3. Delegations of authority are subject to audits and systematic monitoring and proportionate oversight of how the delegation of authority is implemented and is used in accordance with this Policy.

8.4. Delegations shall be regularly reviewed, and additionally be reviewed upon any significant change (e.g. restructuring, change of manager, or revision of relevant rules and regulations). Such reviews shall assess whether delegations remain appropriate and aligned with UNOPS strategic objectives, or need to be amended or revoked.

Chapter 3 - How to delegate an authority

9. How authority may be delegated

9.1. Authority may be delegated to UNOPS personnel by:

(a) the UNOPS Executive Director and by other senior managers to Delegatees as prescribed in Annex I of this Policy;

(b) the Delegatees to other personnel, and further subdelegated by those personnel, subject to any terms and conditions, using the UNOPS Delegation of Authority management tool.

10. Authorities delegated to the senior managers as prescribed in Annex I

10.1. The ED delegates their authority to direct reports, who in turn may further delegate to their own direct reports, as consistent with the UNOPS organizational structure and this Policy.

10.2. The authority delegated to the senior managers set out in Annex I can be further subdelegated unless explicitly restricted in Annex I.

10.3. The UNOPS Delegation of Authority management tool sets out the authorities in Annex I, which are assigned when a senior manager takes office.

10.4. The ED may instruct the Risk and Compliance Group Director to maintain records of specific subdelegations of the authority delegated by the ED that are not covered by Annex I.

10.5. The RCG Director shall ensure that Annex I is updated in accordance with section 18 where authorities reflected in Annex I are added, revised, or revoked.

10.6. During personnel absences, the delegated authorities shall be exercised by the Officer-in-Charge (OiC) or, if no OiC is appointed, by the next higher level in the organizational hierarchy.

11. Authorities delegated to a Delegatee, and further delegation thereof

11.1. The authority delegated can be further subdelegated as approved by the Delegator, subject to terms and conditions mentioned in Annex I or set by the Delegator, in accordance with the principles in Chapter 2, via the UNOPS Delegation of Authority management tool.

11.2. The authorities subdelegated must maintain a clear and traceable chain of accountability.

11.3. During personnel absences, the delegated authorities shall be exercised by the Officer-in-Charge (OiC), or, if no OiC is appointed, by the next higher level in the organizational hierarchy.

12. Emergency decision-making

12.1. In exceptional emergency circumstances, including where a business continuity plan has been activated, UNOPS personnel may take a decision without having been delegated the required authority under this Policy where immediate action is required to safeguard UNOPS operations, personnel, assets, or reputation provided that:

(a) the decision is demonstrably necessary to ensure a timely and effective response to the emergency situation;

(b) it is not reasonably feasible, under the circumstances, to obtain the required approval or delegated authority from the appropriate official in due time;

(c) the decision is in line with the principles set out in this Policy, in the UNOPS Legislative Framework and any other applicable rules and regulations.

12.2. Any decision taken under this section must be reported in writing, as soon as possible, to the person who holds the relevant authority and shall be subject to post-facto ratification. That authority may review the decision and take any appropriate follow-up action, including confirmation, revision, or corrective measures.

12.3. Decisions made under this section shall be duly documented, including the justification for invoking this emergency exception, and retained in accordance with applicable UNOPS record-keeping policies.

12.4. The RCG Director shall be immediately informed and a copy of the documentation provided.

12.5. Where a decision is taken in connection with the activation or implementation of a business continuity plan, the decision shall be taken in accordance with the applicable business continuity plan to the extent feasible under the circumstances.

Chapter 4 - Management of Delegations

13. Management of delegations

13.1. Authorities shall be recorded in the UNOPS Delegation of Authority management tool, specifying the scope, geographical reach, conditions, effective period, and shall be accessible to all UNOPS personnel.

13.2. Delegations shall take effect from the specified date and remain valid until expired, revoked, superseded, or until the Delegatee ceases to hold the position, as applicable.

13.3. Delegations shall be automatically revoked when a Delegatee moves to a different position within UNOPS or a Delegatee is separated from UNOPS.

13.4. Delegators retain the right to limit, modify, or revoke the temporary delegation at any time and must communicate any terms and conditions.

14. Authority of the Officer-in-Charge

14.1. When a manager designates an Officer-in-Charge, the Officer-in-Charge has all the authority of the absent manager or the vacant post, except for authority that Annex I states cannot be delegated to an Officer-in-Charge or that is expressly excluded by the manager.

14.2. Should the Officer-in-Charge become aware of any proposed decision that requires the exercise of authority that has not been delegated to the absent manager or the vacant post, the Officer-in-Charge shall refer the proposed decision to the next higher level in the organizational hierarchy.

14.3. Such delegation is only effective when it is recorded in the UNOPS Delegation of Authority management tool and must be exercised in accordance with this Policy.

15. Mandatory training and awareness

15.1. All personnel receiving delegated authority must complete training on delegation principles and accountability.

15.2. Delegators must ensure that any Delegation of Authority only becomes effective once the Delegatee has completed the training on applicable UNOPS policies covering the areas of delegation of authority applicable to the relevant area.

15.3. Completion of training shall be recorded in the UNOPS learning management system.

15.4. Refresher training shall be undertaken periodically.

15.5. Whenever significant updates are made to this Policy or other UNOPS policies covering the areas of delegation, a Delegatee may be required to attend training before exercising delegated authority in the future.

15.6. Failure by the Delegatee to maintain compliance with training requirements may result in suspension or withdrawal of delegated authority.

Chapter 5 - Final Dispositions

16. Guidance documents

16.1. The RCG Director may issue Corporate Processes and Corporate Guidance and Informational Documents to support the application of this Policy.

16.2. Practice units may issue supplementary standards, guidance or tools/templates in their respective functional areas to support the application of delegations in line with this Policy and the respective functional policies.

17. Exceptions

17.1. Any exceptions to this Policy must be formally approved by the RCG Director, DED M&P or ED, with justification documented and retained.

18. How to update Annex I

18.1. Annex I may be updated to reflect revisions, additions or removals of delegated authorities within specific functional areas.

18.2. Where a proposed new or revised UNOPS policy or technical standard establishes, modifies, replaces, abolishes or otherwise affects any delegated authority set out in Annex I of this Policy, the Policy Owner of that proposed policy or technical standard shall:

(a) prepare a proposed revision of Annex I reflecting the proposed change related to the relevant area of authority;

(b) obtain the no objection of the Risk and Compliance Group Director to the proposed revision;

(c) include the proposed revision of Annex I and the no objection of the Risk and Compliance Group Director in the documentation submitted to the Policy Development Committee under section 9 of POLICY.LG.2025.01 (Rev. 01) - Development and Issuance of UNOPS Policies and UNOPS Technical Standards.

18.3. When a Policy Owner considers that the part of Annex I concerning their functional area requires amendment outside the development or revision of a UNOPS Policy or UNOPS Technical Standard, the Policy Owner shall, after obtaining agreement from the relevant Deputy Executive Director or, where applicable, from the ED, submit a request to the Risk and Compliance Group, as the Policy Owner of this Policy, to initiate the update process in accordance with POLICY.LG.2025.01 (Rev. 01) - Development and Issuance of UNOPS Policies and UNOPS Technical Standards.

19. Transitional arrangements regarding progressive update of Annex I

19.1. Annex I shall be progressively updated (indicating the date of latest update) to incorporate the delegations of authority for functional areas not yet included at the time this Policy enters into force.

19.2. Until the relevant DoA Master Tables are expressly revoked, the DoA Master Tables applicable to each functional area shall remain in effect.

19.3. Section 18.2 shall apply during the period in which Annex I is being progressively updated.

20. Transitional arrangements regarding the UNOPS DoA Master Tables and the Delegation of Authority management tool

20.1. Until the DoA Master Tables have been superseded by Annex I and the UNOPS Delegation of Authority management tool is fully aligned to this Policy, delegations of authority governed by those DoA Master Tables shall continue to be issued, recorded, and maintained using the current version of the UNOPS Delegation of Authority management tool, in accordance with existing practices.

20.2. During this transitional period, all delegated authorities shall be exercised in accordance with the principles set out in Chapter 2 of this Policy.

20.3. Once the Delegation of Authority management tool becomes fully operational, all existing delegations shall be reviewed, confirmed, or updated within the tool in line with this Policy.

20.4. For the authorities set out in Annex I that are not covered by previously existing DoA Master Tables, and until the new UNOPS Delegation of Authority management tool is fully operational, records shall be maintained on any subdelegations by the Delegator and the Delegatee.

Annex I - Summary table of the Delegation of Authorities

https://drive.google.com/file/d/17kEm-ULPWOe1w--jWPS0_S9_C4-ohYmt/view?usp=sharing