# Executive Office Instruction Ref. EOI.ED.2021.03 Organizational Structure

**Authority:**

This Executive Office Instruction (EOI) is promulgated by the Executive Director UNOPS, under the EOD.ED.2017.02 – Organisational Principles and Governance Model.

**Purpose**

This Executive Office Instruction establishes the Global Organisational Structure at UNOPS, supporting the achievement of the UNOPS purpose and goals, whilst empowering UNOPS governance and leadership through simplification of operations.

The specific processes underpinning the management of UNOPS Organisational Structure, as well as the additional instructions and guidelines shall be included in the Process and Quality Management System (PQMS).

Delegations of authority within the organisational structure are reflected in EOI.ED.2021.02 - Delegation of Authority and Accountability Framework.

**Effective Date:**

This EOD shall become effective immediately.

**Consequential Changes**

This EOI shall supersede and replace EOI.ED.2019.01 – Organisational Structure of 14 May 2019. The purpose of the revision is to reflect changes around the role of the Deputy Executive Director and the Director, Regional Portfolios and other minor changes.

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Grete Faremo
Executive Director, UNOPS

# 1. Definition

**1.1.** UNOPS Organisational Structure is a hierarchical arrangement of organisational entities including reporting lines, duties and communications, which:

**1.1.1.** determines how standards, roles, accountabilities and responsibilities at UNOPS are established, controlled, overseen and coordinated

**1.1.2.** facilitates separation of duties

**1.1.3.** determines how information flows between the different levels of the organisation

**1.2.** UNOPS Organisational structure does not determine authority, which is to be delegated in accordance with EOI.ED.2021.02 - Delegation of Authority and Accountability Framework.

# 2. Objectives

**2.1.** UNOPS organisational structure implements organisational principles of Governance, Risk and Compliance (GRC) and aims to simplify UNOPS organisational set up and empower a more agile, transparent, effective and efficient delivery of UNOPS strategic plan and the work activities that contribute to it.

# 3. Organisational structure - design principles

**3.1**. Organisational design principles support good decision making for organisational structures. These principles include the following:

**3.1.1.** Simplicity through transparency: organisational structure should enable clarity around standards setting and an ease of oversight, efficient management, controllership and assurance of UNOPS activities.
**3.1.2.** Empowerment through adequate controls and segregation of duties: organisational structure should empower effective management of competing requirements, actively avoid conflict of interest and practically support a risk based approach to work delivery. This means that no one individual should deliver an entire business process, without appropriate checks and balances and that accountability for decision making and relevant responsibilities should be clearly assigned, be warranted by the right capability and be supported by the hierarchy of authority rules.

- *Accountability* is understood as the state of being totally answerable for the satisfactory completion of a specific assignment. EOD.ED.2017.04 - UNOPS Financial Regulations and Rules, Regulation 1.02, defines accountability as 'the obligation to: (a) demonstrate that work has been conducted in accordance with agreed rules and standards; and (b) report fairly and accurately on performance results vis-à-vis mandated roles and / or plans.' (Please refer to EOI.ED.2021.02 - Delegation of Authority and Accountability Framework for further instructions).

- *Responsibility* is defined as the obligation incurred by individuals in their roles in the formal organisation to effectively perform assignments.
- *Authority* is defined as the power granted to individuals so that they can make final decisions for others to follow. (Please refer to EOI.ED.2021.02 - Delegation of Authority and Accountability Framework for further instructions)

**3.1.3.** Local agility: Standardization of organisational structures should be aimed for but it should not become so rigid, that ability to respond to local requirements is diminished. UNOPS must strive to maximize the benefits of being a global organisation, while responding effectively to local needs. This means that the trade-off between standardisation and local flexibility may vary across geographies and organisational contexts.

**3.1.4.** No duplication: organisational entities will not duplicate the services or activities delivered elsewhere in UNOPS. Certain services may be replicated by exception, if they are indispensable for the delivery of local projects and where the local context makes it impossible to share the services offered elsewhere.
**3.1.5.** Collaboration: Organisational structure shall enable a culture of collaboration, ensuring alignment of goals and enabling an exchange of knowledge, lessons learnt and best practice.

**3.2**. Design guidelines are further outlined and detailed in PQMS.

# 4. UNOPS organisational structure: geographical and functional entities

**4.1.** This EOI is concerned with the entire UNOPS organisational structure, which is made up of two core types of organisational entities:

**4.2. Geographical** entities. UNOPS organisational structure primarily consists of geographical entities (e.g. Regions and Countries), reporting to the Director, Regional Portfolios, designed to deliver local portfolios, in line with the globally defined standards. As default, they provide geographic leadership and engage in a designated geographical area but in exceptional circumstances, some geographical entities may have a wider remit, as determined on a case-by-case basis. Geographical entities typically perform revenue centre functions.

**4.3**. **Functional** entities. The geographically-set structure is complemented by the functional entities (e.g. HQ Groups), reporting the Executive Director according to the GRC principles. The functional entities have a global remit. Functional entities can have either one of the following characteristics:

**4.3.1.** Standard setting, policy,control and capability development: to provide leadership, deep subject matter expertise in a designated subject area and to propel organisational development in line with strategic objectives of the organisation. They are designed to set policies and standards, ensure proper implementation of global practices and thus perform control functions. These typically perform cost centre functions.

**4.3.2.** Support to operations: to provide support to operations including operational advice and the provision of back office services, integrated for economies of scale and global consistency. These typically perform cost recovery centre functions.

**4.3.3.** Assurance: to provide independent, objective assurance. These typically perform cost centre functions.

**4.4.** Combined, these organisational entities provide enterprise leadership, effectively enabling linkages and alignment of strategy, policy, tools and people across the organisation. They also enable adequate internal controls and managerial oversight, in line with the duties and powers outlined in EOD.ED.2017.02 - Organisational Principles and Governance Model. Finally, through the effective implementation of the UNOPS Strategic Plan in their respective areas, all entities contribute to the strategic positioning of the organisation.

**4.5.** UNOPS organisational entities are designed to enable UNOPS to quickly and efficiently move resources to where they are most needed. More information about each organisational entity and procedures and guidelines for establishing, revising and closing them down is made available through the PQMS.

**4.6.** The Executive Director can devise other organisational arrangements, as required.

# 5. UNOPS financial centres for all organisational entities

**5.1**. UNOPS distinguishes three types of financial centres for organisational entities:

| **Financial centre type:** | **Definition:** |
|---|---|
| **Cost Centre** | A unit which incurs costs annually up to the authorized spending limit. |
| **Revenue Centre** | A unit which generates revenue, thereby covering the cost of revenue centres and cost centres, as well as required contribution to UNOPS operational reserves. |
| **Cost Recovery Centre** | A unit where the budget (authorized spending limit) is defined by the amount of costs it projects to recover for the shared services it provides. |

**5.2.** Each of the UNOPS organisational entities is aligned to the above financial centre types.

# 6. Organigrams

**6.1.** Authority to establish global functional organizational structures rest with the ED. Authority to establish geographical organizational structures at the Regional, Country Office and Multi Country Office levels rest with the Director, Regional Portfolio. The authority to establish geographical organisational structures at the Project Office level rests with the respective Regional Organigrams reflecting UNOPS organisational structures as set out in this EOI, and any changes thereto, are to be signed off by the Executive Director and made publically available.

# 7. PQMS processes (with supporting instructions and guidelines)

**7.1.** Process 1 - Planned review of the UNOPS global organisational structure

**7.2.** Process 2 - Ad-hoc review of the UNOPS organisational structure

**7.3.** Process 3 - Implementation of changes to the UNOPS organisational structures