

**EXECUTIVE OPERATIONAL INSTRUCTION REF. EOI.ED.2018.02**

**Delegation of  
Authority and Accountability Framework**

**1. Authority:**

- 1.1. This Executive Operational Instruction (EOI) is promulgated by the Executive Director (ED) under EOD.ED.2017.02: Organizational Principles and Governance Model.

**2. Purpose:**

- 2.1. The purpose of this EOI is to set out principles for the Delegation of Authority (DoA) and Accountability Framework at UNOPS.

**3. Effective Date:**

- 3.1. This EOI shall become effective immediately.

**4. Consequential Changes:**

- 4.1. This EOI shall supersede and replace:
- Organizational Directive 34 (rev.2): Framework for Delegations of Authority, and,
  - AI.EO.2010.05: Status of delegations of authority for procurement, finance and engagement acceptance which came into effect prior to OD 34.

[signature redacted]

---

Grete Faremo  
Executive Director

**EXECUTIVE OPERATIONAL INSTRUCTION REF. EOI.ED.2018.02****DELEGATION OF AUTHORITY AND ACCOUNTABILITY FRAMEWORK****Table of Contents**

1. Authority:.....	1
2. Purpose:.....	1
3. Effective Date: .....	1
4. Consequential Changes:.....	1
5. Introduction.....	3
6. Rationale .....	3
7. Delegation of Authority .....	3
8. Authorization to Manage and Execute.....	4
9. DoA Master Tables/ DoA Master Tables Owners .....	4
10. Responsibilities and Accountability of DoA Master Table Owners.....	5
11. Compliance and Exceptions.....	6

## **5. Introduction**

- 5.1. This EOI builds on the organizational principles concerning segregation of responsibilities and activities outlined in EOD.ED.2017.02: Organizational Principles and Governance Model and in EOI.ED.2018.01: Organisational Structure.
- 5.2. This EOI establishes the core principles for the DoA and Accountability Framework at UNOPS, aligned with UNOPS' decisions points and the organizational structure and levels.
- 5.3. This EOI covers all personnel, regions and activities at UNOPS.

## **6. Rationale**

- 6.1. The DoA and Accountability Framework is an essential component of UNOPS' Legislative Framework.
- 6.2. As such, the DoA and Accountability Framework creates a foundation for linking authority with responsibility and accountability throughout the organization. It promotes empowerment at all levels and should aid the organization in transparent, effective and efficient decision making.
- 6.3. The DoA and Accountability Framework's objective is to create transparency for key decisions, as well as to serve as the mechanism for ensuring that transactions are executed and the organization is committed within the scope of the delegated authorities.

## **7. Delegation of Authority**

- 7.1. Authority to represent (i.e. the authority to exercise official representation functions on behalf of the organization), and to commit (i.e. the authority to approve binding arrangements to be entered into between UNOPS and third party(ies)), the organization shall rest with the Executive Director (ED).
- 7.2. Authority to represent and/or commit the organization are delegated to staff members responsible for the respective delegation of authority master tables to be issued under this EOI (DoA Master Tables– see below). Authority to represent and/or commit the organization may, in addition, be delegated by the ED to individual staff members at his/ her discretion
- 7.3. Authority shall be delegated in accordance with the principle to segregate duties under UNOPS' governance and organisational framework.
- 7.4. UNOPS organisational structure primarily consists of geographical entities (e.g. Regions and Countries), designed to deliver local portfolios. As default, they provide geographic leadership and engage in a designated geographical area. These geographical entities typically perform revenue centre functions. Authority shall therefore be primarily delegated downwards through the geographically driven structure (e.g. Regions and Countries).
- 7.5. DoA shall be personal to a staff member/other personnel based on his/her capability and the authority needed in her/his position for UNOPS operationalize its mandate and commitments.
- 7.6. A DoA holder shall:

- exercise authority in accordance with the United Nations and UNOPS policies, principles and values,
- exercise authority in accordance with the United Nations and UNOPS regulations and rules,
- refrain from exercising authority if it creates an actual, perceived or potential conflict of interest,
- report to the immediate supervisor and the relevant DoA Master Table Owner any actual, perceived or potential conflicts of interest and/or ambiguity arising from exercising of delegated authority.

7.7. Actions undertaken as a result of a DoA shall be within the limits of the DoA.

7.8. Except for the Executive Director and the DoA Master Table Owners, a DoA holder shall not further delegate his/her delegated authority, with two exceptions: (i) a DoA holder may further delegate authority or specific parts of the authority only to another individual with equal or higher delegated authority to act on her/his behalf as a temporary measure; (ii) if the former is not possible, then a DoA holder may further delegate authority or specific parts of the authority only to another individual with lower authority to act on her/his behalf as a temporary measure with the approval of the relevant DoA Master Table Owner. In both cases, a temporary DoA holder cannot further delegate. Such exceptions shall be duly recorded.

## **8. Authorization to Manage and Execute**

8.1. A DoA holder may authorize a staff member/other personnel to manage and execute certain matters under his/her supervision, that is, to carry out certain actions necessary to deliver on the commitments and decisions made by the DoA holder.

8.2. Such an authorization to manage and execute is to be understood to include actions such as executing and managing processes and staff members/other personnel, as long as these fall strictly within the authorization from the DoA holder

8.3. The DoA holder can provide authorizations to a level of detail of his/ her discretion as long as its documented and clear to all parties to what actions the authorization extends and what matters can be executed on his/ her behalf

8.4. However, responsibility and accountability for the decision(s) related to the authorization shall remain with the DoA holder.

8.5. When authorizing staff members/other personnel to manage and execute, the DoA holder shall ensure the authorization is recorded and auditable, and the authorized personnel shall manage and execute the matters assigned to him/her in accordance with and within the limits of such authorization.

8.6. It shall be the responsibility of the DoA holder to ensure his/her decisions and authorizations are at all times recorded.

## **9. DoA Master Tables/ DoA Master Tables Owners**

9.1. The following authorities may and shall be delegated in accordance with this EOI and this section in particular:

### **Organisational Structure**

Authority to establish global organizational structures shall rest with the ED

Authority to establish regional organizational structures shall rest with the respective Regional directors.

**Official Representation**

Authority to officially represent UNOPS shall rest with the ED, or other staff members upon DoA from the ED .

**Management of Partners and Resulting Agreements**

Authority to manage UNOPS partners and resulting agreements shall be split as follows:  
Authority to commit to Framework, Teaming and Collaborative Agreements shall rest with the ED, the DED or the the Regional directors as per the relevant DoA Master Tables;  
Authority for Engagement Acceptance and Engagement Closure shall rest with the ED, the DED, or the Regional directors or Country directors as per the relevant DoA Master Tables.

**Finance**

Authority to manage and execute financial matters as per the below list shall rest with the ED, the Director, Finance Group/Chief Financial Officer (CFO), and other staff members/other personnel as per the relevant DoA Master Table:

- Cash Management;
- Engagement and Project Budget Management; Invoice/ revenue Management;
- Expenditure Management;
- General ledger, Financial Reporting & Other;
- Advance Financing and Advance Payment;
- Treasury.

**Procurement**

Authority to manage and execute procurement transactions as per the below list shall rest with the ED, Executive Chief Procurement Officer and other staff members/other personnel as per relevant DoA Master Table:

- Delegated Authority for Goods and Services;
- Delegation of Authority for Individual Contractor Agreements and Amendments.

**Human Resources**

Authority to manage HR matters shall rest with the ED, the Director, People and Change Group, the Regional directors, and other staff members/other personnel as per the relevant DoA Master Tables.

**Legal**

Authority to manage legal matters shall rest with the ED, the Director, Legal Group/General Counsel, or other staff members/other personnel upon DoA from the Director, Legal Group/General Counsel.

**Security and Safety**

Authority for security & safety and business continuity planning shall rest with the ED, the UNOPS Chief Security Officer, the Regional Directors and the UNOPS Security Focal point (i.e.the highest serving UNOPS personnel, not limited to staff, residing in country) as per the relevant directives and instructions.

**10. Responsibilities and Accountability of DoA Master Table Owners**

10.1. The DoA Master Table Owners shall be responsible and accountable for establishing DoA Master Table(s) containing DoA levels and associated limits, responsibilities and

accountability. The DoA Master Tables shall be subject to the prior review of the Legislative Framework Committee (LFC) and approval of the owner of the EOI (UNOPS ED) before promulgation and publication on the UNOPS Intranet.

- 10.2. The DoA Master Table Owners shall be responsible and accountable for maintaining registers, recording DoA, their holders and the reasons for such DoA.
- 10.3. The DoA Master Table Owners shall be responsible and accountable to report back to the ED on an annual basis regarding the DoA they have granted, to whom, and the reasons for such DoA.
- 10.4. All UNOPS personnel shall comply with this EOI, the DoA and associated limits. The DoA Master Tables shall be made available on UNOPS' intranet to all UNOPS personnel.
- 10.5. The DoA Master Table Owners shall provide systems, processes and support to allow DoA holders to record and document their decisions and authorizations under section 4 above.

## **11. Compliance and Exceptions**

- 11.1. Compliance with this EOI shall be audited periodically by the Internal Audit and Investigations Group.
- 11.2. Any ambiguity pertaining to DoA and associated limits shall be handled by the DoA Master Table Owners, or escalated to the Executive Director.
- 11.3. Any exceptions to this EOI shall only be authorized by the Executive Director.