UN environment programme

UNEP Programme and Project Management Manual

2023 EDITION

About the Manual

The United Nations Environment Programme (UNEP) has updated its Programme and Project Management Manual (PPMM). The PPMM is designed to guide UNEP staff and its partners in effective and efficient planning and implementation of UNEP's programmes and projects.

In addition to outlining the processes involved in project development, the PPMM focusses on essential topics such as results-based project cycle management, quality assurance, financial management, risk management, and monitoring and evaluation, inter alia. By following the guidance provided in the PPMM, UNEP's programmes and projects can be effectively implemented and resources used efficiently, thus better positioning UNEP to achieve its goals in an accountable and transparent manner.

As UNEP works to promote environmental sustainability and sustainable development globally, it is critical to have in place well understood policies, processes and procedures.

All UNEP staff and partners involved in the programme/project value chain are encouraged to familiarize themselves with the PPMM, and to use it as a first-order resource in their work.

Key Facts

- The Programme and Project Management Manual (PPMM) is an update of a previous version developed in 2016.
- The PPMM is intended as a comprehensive guide for managing projects and programmes from start to finish, throughout the programmatic and project life cycle.
- Each chapter typically includes relevance to the project cycle management process, as well as descriptions of key concepts, workflows, tools, templates, Standard Operating Procedures (SOPs), and techniques.
- The titles of links to resource material (including Further Reading) are referenced to ensure that users are able to find and locate links in the cloud that may expire in time.
- The PPMM 2023 version was developed through extensive consultations with Subject Matter Experts (SMEs) in UNEP listed in each chapter.
- To ensure the PPMM content is commensurate with UNEP's policy and procedural development applying to its programmes and projects, the PPMM will be updated annually in consultation with the SMEs.

Acknowledgments

The development of the updated PPMM was spearheaded by UNEP's Policy and Programme Division and coordinated by the Programme Coherence and Assurance Unit (PCAU).

The following PCAU staff led the coordination of the PPMM's development and production: Tim Kasten, Ebrahim Gora, Janice Golding, Abigael Kangogo, Christopher Ambala, Buyana Sodnom, Jeremiah Otieno, Maria Elena Zuniga, Fabio Fisicaro, Francisco Alarcon, Stella Mutunga and Monica Ndung'u. Subject Matter Experts are thankfully acknowledged.

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Introduction

UNEP is committed to delivering high-impact projects that meet the expectations, fiduciary and safeguard standards of partners, stakeholder, beneficiaries, and Member States. To achieve its mandate, and contribute to the delivery of the 2030 agenda, UNEP requires robust systems and processes that underpin its programme and project delivery work.

This Programme and Project Management Manual (PPMM) is an operational guide to end-to-end delivery of projects by UNEP. The revision of this manual in 2023 is part of a set of measures being taken by UNEP to strengthen project management controls, and to develop guidance and tools that embed strong control mechanisms across the entire project cycle from design and approval to project closure.

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The UNEP Programme and Project Management Manual (PPMM)

The PPMM is a guide for Project Managers , their supervisors, and associated staff in project teams to create, implement, monitor, and report on projects, in a consistent manner across the organization, using best-practice approaches. It describes how UNEP's Delivery Model and Programmatic Approach, and the principles of good Project Cycle Management (PCM) and Results-Based Management (RBM) come together to deliver the aims of UNEP's Medium-Term Strategy (MTS) 2022-2025 and Programmes of Work (PoW). It has been designed to be a practical tool, to be used by UNEP staff, at the global, regional, and national level, to enable high-quality delivery of programmes and projects and to ensure efficiency, effectiveness, and impact of UNEP's interventions.

This manual came into use in 2023 and supersedes any version of the PPMM created before this date. It will be reviewed on a bi-annual basis by the Policy and Programme Division's Programme Coherence and Assurance Unit (PCAU) to ensure it remains up to date and accurately reflects associated UNEP policies, systems and processes. The manual is presented in eleven (11) chapters:

1. HOW WE WORK

Provides an overview of UNEP's strategy and objectives, and how subprogrammes, programmes and projects are structured to deliver them. It describes UNEP's Delivery Model, and the roles and responsibilities of different staff and units involved in implementing UNEP's work.

2. RESOURCE MOBILIZATION

Describes the different sources of funding that support the delivery of UNEP projects. It provides information for Project Managers on UNEP's principles for and approaches to fundraising and the different staff and teams within UNEP who provide guidance and support for resource mobilization efforts.

3. PROJECT CYCLE MANAGEMENT (PCM)

Describes the best practice approaches to PCM that must be followed by Project Managers for every UNEP project. This includes key project management controls such as the Concept Approval Group (CAG), and Project Review Committee (PRC) and project risk assessments including the Safeguards Risk Identification Form (SRIF). Chapter 3 provides step-by-step guidance on the methods and tools UNEP uses for project design, implementation, monitoring, reporting and feedback, aligned to the principle of Results-Based Management (RBM).

4. FINANCIAL MANAGEMENT

Describes important project fiduciary controls, including Results-Based-Budgeting (RBB), rules for co-financing and Programme Support Cost (PSC) calculation, UNEP's approach to monitoring financial performance, including that of implementing partners, financial reporting to donors, and the management of fraud and corruption risks.

5. RISK MANAGEMENT

Provides information on key internal and external risks to be considered during the project cycle, and guidance on tools and approaches Project Managers should use to identify, assess, monitor, and respond to potential risks.

6. EVALUATION

Describes UNEP's evaluation function and how it is used to assess and improve the progress and impact of projects. It provides information on the roles and responsibilities of the Evaluation Office and Project Managers in delivering mid-term and endline reviews and evaluations.

7. PARTNERSHIPS

Provides guidance on the different types of partnerships UNEP aims to engage in to deliver its projects and programmes and guidance on the processes for identification of partners. It describes processes that should be followed at the design stage for assessment and due diligence of prospective partners, and mechanisms for internal approval of new partnerships.

8. LEGAL AGREEMENTS

Describes the different types of legal agreements used by UNEP to formalize partnerships and the procedures and control mechanisms involved in selection, clearance and signature of such agreements.

9. HUMAN RESOURCES

Provides information and guidance for Project Managers to support timely recruitment and effective management of project staff, consultants and contractors, and approaches to learning and development for UNEP staff members, including recommended training courses.

10. PROCUREMENT

Provides information for Project Managers on the rules and principles governing procurement in including procurement approval, along with the processes to follow, and roles and responsibilities involved. It provides guidance to support effective and timely procurement planning and execution.

11. PUBLICATIONS

Describes UNEP's approach to ensuring project related publications are planned, coordinated, adequately resourced, and correctly approved. It provides guidance on roles and responsibilities involved.

UNEP's Mandate and Legal Framework

As the UN entity designated to address environmental issues, the mandate of UNEP includes setting the global environmental agenda, promoting coherent implementation of the environmental dimension of sustainable development within the UN system, and serving as an authoritative advocate for the global environment.

UNEP's mandate informs the organisation's 'interventions within the framework of the 2030 Agenda and the Sustainable Development Goals (SDGs). UNEP's mandate is derived from the following legal framework:

1972 UN General Assembly Resolution 2997 (XXVII)

1997 Nairobi Declaration on the Role and Mandate of UNEP

2000 Malmö Ministerial Declaration

2002 Cartagena Package

The vision and direction for UNEP's programmes and projects is provided by four-year Medium Term Strategies (MTS), implemented through two-year Programmes of Work (PoW). The MTS and PoW are approved by the UN Environment Assembly (UNEA) after consultations with the Committee of Permanent Representatives (CPR).

To support delivery of the MTS 2022-2025, and PoW, and to enhance UNEP's contribution to the 2030 agenda through impactful programmes and projects, UNEP has adopted a new Delivery Model and Programmatic Approach.

Cross-Cutting Principles

UNEP's approach to achieving its mandate, and delivering the aims of the MTS and PoW is informed by the following cross-cutting principles:

01

Human Rights-Based Approach (HRBA) to development

Under the HRBA, the plans, policies and processes of development are anchored in a system of rights and corresponding obligations established by international law, including all civil, cultural, economic, political, and social rights, and the right to development.

02

South-South and Triangular Cooperation (SSTC)

South-South and Triangular Cooperation is defined broadly as the exchange of knowledge, best practices, technical support, human resources, trade, and policy advice among developing countries.

In the context of the Bali Strategic Plan for Technology Support and Capacity Building (UNEP/GC/23/6/Add.1), South-South and Triangular Cooperation is one of UNEP's key delivery mechanisms.

03

Delivering as one

UNEP coordinates with other UN agencies at the global level (UN Sustainable Development Group (UNSDG), regional level (Regional UN Sustainable Development Group (UNSDG), Regional Coordination Mechanisms), and country level (UN Country Teams) to deliver as one.

04

Gender equality and women's empowerment

In UNEP, gender mainstreaming involves ensuring that gender equality is central to all environmental and sustainable development interventions, including analyses, policy advice. The UNCT-SWAP Gender Equality Scorecard establishes performance standards for gender-related programme results and institutional arrangements to achieve them.

05

Resilience

Resilience is a key principle to guide the design of integrated and cost-effective approaches that reduce risks and help prevent disasters and crises. UNEP's approach to project and programme management is informed by the UN Sustainable Development Group's Common Guidance on Helping Build Resilient Societies.

06

Sustainability

Sustainability guides the focus on maintaining and building on development results. The 2030 Agenda calls for ensuring the lasting protection of the planet and its natural and cultural resources, supporting inclusive and sustained economic growth, ending poverty in all its dimensions, and enhancing human well-being. The UN Sustainable Development Cooperation Framework provides further information.

07

Accountability

Including alignment with national priorities and accountability mechanisms, strengthening national and local mechanisms to monitor and report on the SDGs, measures to build transparency, and improve measurement and reporting on results, enabling inclusive local community engagement and participation in decision-making, and supporting the development and use of quality, and reliable data to inform policy, programme design, implementation, monitoring and evaluation.

08

Inclusivity

Including alignment with the UN Disability Inclusion Strategy by supporting disability-inclusive programming, and consulting and involving persons with disabilities and their representative organizations as stakeholders in UNEP's work, and enhancing youth development and actively engaging youth in sustainable development efforts.

How We Work

In September 2015, world leaders adopted the 2030 Agenda for Sustainable Development and its seventeen Sustainable Development Goals (SDGs), which cut across disciplines, sectors and institutional mandates. The goals acknowledge the integrated nature of the many challenges that humanity faces, from gender inequality to inadequate infrastructure, youth unemployment and environmental degradation.

Through the 2030 Agenda, world leaders affirmed that they are determined to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations". UNEP's mandate in the 2030 Agenda is to develop and enhance integrated approaches to sustainable development, and demonstrate the links between a healthy environment, strong economies and thriving societies.

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For People and Planet:
The UNEP Medium-Term Strategy (MTS) for 2022-2025

UNEP's current MTS, For People and Planet: The UNEP Strategy for 2022-2025 and Programme of Work (2022-2023) are focused on the triple planetary crises of **climate change, biodiversity loss and pollution,** and on the most effective and game-changing solutions to these crises. The four-year strategy illuminates a path of action so that UNEP can strengthen the collective UN response to these three three crises. It will leverage the UN development system reform to engage the wider United Nations system in stronger, more coordinated, and mutually supportive environmental action.

UNEP will tackle the three crises through transformative multi-stakeholder actions that target the root causes and drivers of the crises, delivering deeper and broader impact that can underpin positive social and economic outcomes, while reducing vulnerabilities in support of sustainable development. UNEP will keep science at the centre of all decision-making processes, including on emerging issues, and that environmental rule of law continues to improve global environmental governance.

In the four-year period covered by the MTS 2022-2025, UNEP has started to develop responses and deploy solutions that aspire to achieve three (3) interlinked and mutually reinforcing **strategic objectives**, representative of the three planetary crises. Success in achieving strategic objectives will be measured by the **2025 Outcomes:**

Strategic Objectives 2022-2025	**1 CLIMATE STABILITY** Where net zero greenhouse gas emissions and resilience in the face of climate change are achieved.	**2 LIVING IN HARMONY WITH NATURE.** Where humanity prospers in harmony with nature.	**3 TOWARDS A POLLUTION-FREE PLANET.** Where pollution is prevented and controlled, and good environmental quality and improved health and well-being are ensured for all.
	1A Decision-makers at all levels adopt decarbonization, dematerialization and resilience pathways.	**2A** An economically and socially sustainable pathway for halting and reversing the loss of biodiversity and ecosystem integrity is established.	**3A** Human health and environmental outcomes are optimized through enhanced capacity and leadership in the sound management of chemicals and waste..
2025 Outcomes	**1B** Countries and stakeholders have increased capacity, finance and access to technologies to deliver on the adaptation and mitigation goals of the Paris Agreement.	**2B** Sustainable management of nature is adopted and implemented in development frameworks.	**3B** Waste management is improved, including through circular processes, safe recovery of secondary raw materials and progressive reduction of open burning and dump sites.
	1C State and non-State actors adopt the enhanced transparency framework arrangements under the Paris Agreement.	**2C** Nature conservation and restoration are enhanced	**3C** Releases of pollutants to air, water, soil and the ocean are reduced.

Programme of Work (PoW) 2022-2023

The UNEP Programme of Work (PoW) for the period 2022-2023 describes three (3) strategic objectives: climate stability, living in harmony with nature, and towards a pollution free planet. It also maps out the causal pathways through which UNEP aims to achieve these objectives as well as identifying direct outcomes that will be delivered by the (7) subprogrammes described in the MTS and in UNEP's Delivery Model. The PoW also explains how the performance of the seven (7) subprogrammes, will be measured through a Results Framework comprising indicators, baselines, and targets.

The PoW 2022-2023 describes how coherent policy-setting and efficient programme management and support will drive the organization towards more effective results.

UNEP’s Delivery Model

UNEP’s strengthened Delivery Model supports the delivery of the three strategic objectives of the MTS 2022-2025, and achievement of the 2025 outcomes, as well as enhancing UNEP’s contribution to the 2030 agenda and the decade of action,. This Delivery Model sets out the roles and responsibilities, and processes required to enable UNEP to deliver to its maximum potential in achieving its mission.

UNEP’s mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations . To enable the fulfilment of this mission, UNEP’s Delivery Model describes and mainstreams five guiding priciples: coherent strategic leadership, aligned entrepreneurship, systemic collaboration and partnership, integrated capability development and operational excellence.

Subprogrammes and Programmes

At the core of the MTS and the Delivery Model are seven (7) interlinked subprogrammes that provide the structure for UNEP’s Programmatic Approach. Three (3) **thematic** Subprogrammes of Climate Action, Nature Action, and Chemicals and Pollution Action will directly deliver the strategic objectives of the MTS, underpinned by two (2) **enabling** subprogrammes of Digital Transformations and Finance and Economic Transformations, and two (2) **Foundational** subprogrammes of Science-Policy and Environmental Governance. Together they will work in an integrated manner to deliver UNEP’s three strategic objectives of climate stability, living in harmony with nature and a pollution-free planet.

Climate Stability	Living in Harmony with Nature	Towards a Pullution-Free Planet
Science and Transparency in climate	Restoration, Conservation and Sustainability	Pollution and Health
Adaptation	Mainstreaming, Biodiversity and Nature Across Sectors and Systems	Towards Zero Waste
Decarbonization	Governance and Accountability for Biodiversity	Circularity in Sectors (Reducing pollution from high impact sectors
Science Policy		
Environmental Governance		
Finance and Economic Transformations		
Digital Transformations		

- Climate Action
- Nature Action
- Chemicals and Pollution Action
- Science Policy
- Envirmental Governace
- Finance and Economic Transformations
- Digital Transformations

UNEP employs a programmatic approach to provide the focus, coordination and thematic integration that is required to deliver the MTS and PoW, through programmes housed in the seven subprogrammes described above, with resources allocated to their delivery following the existing administrative and budgetary structure approved by Member States. UNEP will focus on thirteen (13) programmes, each of which will sit within one the seven subprogrammes:

Through UNEP's corporate policies and procedures, the programmatic approach creates greater strategic alignment by allowing UNEP to initiate, define, redefine, accelerate or terminate interventions within a programme in accordance with the overall strategic objectives and vision set out in the MTS. It improves the management and coordination of interdependencies between projects and the sharing of knowledge within a programme and enables UNEP to handle the risks and issues that occur across a programme efficiently. This leads to a more strategic programme advocacy and communications approach. In particular, the programmatic approach strengthens UNEP's commitment to Results-Based Management (RBM) by allowing:

1. **Results focused mobilization of resources** and a strategic approach to resource mobilization based on a common understanding of donor priorities, matching projects within a programme to suitable funding opportunities, and the active marketing of thematic trust funds. Further information on UNEP's approach to resource mobilization can be found in Chapter 2.
2. **Results focussed allocation of resources** to projects within a programme through identification of priority projects required to deliver the outcomes described in the PoW and targeting of resources towards these.

Projects

Projects are the vehicles for UNEP's work. All projects delivered by UNEP in the period 2022-2025 will sit within a programme, and projects within a UNEP programme will share the same common objectives and target achievement of the same MTS and PoW Outcomes. Each UNEP project is governed by a Project Document (ProDoc) which describes the project's Theory of Change (ToC), Logical Framework (logframe) and the results targeted. The ProDoc identifies which Outcomes, Direct Outcomes and Outputs that a project aims to achieve, and in doing so illustrates how an individual project contributes to achievement of the programme that it sits in, and consequently the PoW and MTS.

Programme Coordination Projects (PCP)

The coordination, management and planning functions of Programmes takes place through Programme Coordination Projects (PCPs). A PCP utilizes a Theory of Change (ToC) to illustrate how the synergistic group of projects interacts to achieve targeted outcomes. It describes a list of projects to be developed into concepts and has an allocated budget to manage the coordination of the programme including delivering the functions listed below:

a. Enhancing the impact of projects through coherent and coordinated delivery within a programme.
b. Serving as an incubator and catalyst for the development of new projects within a programme.
c. Supporting resource mobilization for strategic projects within the programmes.
d. Building and managing strategic programmatic partnerships.
e. Enhancing external communication of key topics of the MTS/PoW related to the programme.
f. Providing ad hoc technical surge support to countries through the regional offices.
g. Setting the governance, accountability and core staff resources for the coordination, implementation and monitoring of the Programme.

Project Management Controls

UNEP's Delivery Model emphasizes project management controls, which can be defined as internal tools, systems and processes that allow the organisation to predict, understand and constructively influence the outcomes of a project while also keeping track of the resources needed and being invested to achieve desired goals. This emphasis on project management controls includes a focus on:

1. Project design review mechanisms such as the Concept Approval Group (CAG), and Project Review Committee (PRC) which are necessary to ensure that project concepts demonstrate strategic merit, technical quality, compliance with corporate standards and contribute to the achievement of the MTS and PoW.
2. Project monitoring processes that ensure all projects are monitored on a scheduled basis with reporting and management feedback loops to strengthen Results-Based Management (RBM).
3. Financial controls including budget development forming the basis for allocation of financial resources, accurate forecasting, and expenditure monitoring, and linking advances and reimbursement to performance monitoring and achievement of results.
4. Risk management including enhanced focus on due diligence of implementing partners, PRC risk assessment, environmental and social safeguard risk identification, and the preparation, implementation, and monitoring of project risk mitigation plans.
5. Capacity building of Project Managers and project staff through UNEP-specific project management training, Results-Based Management (RBM) training, and other initiatives such as CSD corporate academies and IPMR/UMOJA training.
6. An updated Accountability Framework covering all elements of the project cycle.

Typologies of Interventions

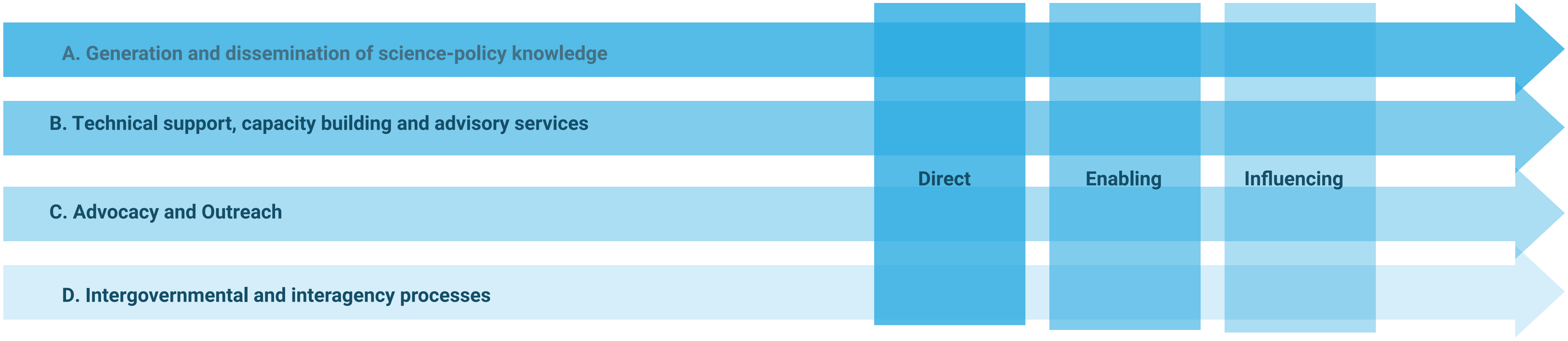
UNEP will deliver four broad typologies of interventions to achieve the aims of the 2022-2025 MTS and PoW. These are:

a. **Generation and dissemination of science-policy knowledge** – including through scientific networks, coalitions and platforms, substantive advocacy, technical materials, and databases and digital materials.
b. **Technical support, capacity building and advisory services** – including through policy and regulatory development, demonstration and pilot testing innovative solutions and technologies, scaling up activities with partners, and training events.
c. **Advocacy and outreach** – including outreach programmes and special events, and Information materials.
d. **Intergovernmental and interagency processes** – including conference and secretariat services, the provision of Secretariats of Multilateral Environmental Agreements (MEAs), and support for 'One UN' processes.

The typology supports dialogue with Member States on what results UNEP can deliver in the MTS and provides a framework for qualitative and quantitative reporting of them. Each of these four typologies is subdivided into three 'levels' of intervention which are critical in capturing the full spectrum of UNEP's work, helping UNEP improve how it defines and measures results, and reports and communicates these:

- **Direct:** UNEP plays a direct role, setting the scene for transformational change through science-driven global advocacy, capacity development and stakeholder mobilization.
- **Enabling**: UNEP enables others to initiate systemic change by supporting policymaking, changes in behaviours and attitudes, development of norms and standards, and institutional strengthening.
- **Influencing:** UNEP influences others to achieve social, economic, and political transformational change through strengthened global norms and standards.

Typologies and levels of Interventions for delivery of UNEP's MTS 2022-2025



Delivering as One-UNEP

The UN Secretary General's Reform Agenda aims to create a more accountable, cohesive, agile, and effective UN system, capable of addressing the challenges of our time and delivering better results on the ground, by adopting a needs-based approach centered on country-contextualized responses. UNEP approaches the United Nations Reform Agenda through the unified thematic lens of climate change, biodiversity loss and pollution.

Achieving the ambitions of the MTS and PoW and meeting the increasing needs of Member States to address the triple planetary crises, requires UNEP to operate at maximum efficiency and effectiveness. The Delivery Model supports the Reform Agenda by heralding a change in the way Regional Offices and Divisions collaborate on project development and implementation that capitalizes on our regional presence and political engagement. nder the Delivery Model, Regional Offices represent UNEP in the regions and lead dialogue with Member States. Within UNEP they will provide strategic and programmatic direction, thought leadership and coordination for UNEP's work as it relates to regional and national priorities, guiding the project design and implementation process. This will involve representing UNEP's work to Member States, advising on environmental priorities and guiding the implementation of projects to deliver results in their region. A strong UNEP in the regions can assist countries, sub-regions, and regions to work towards global consensus and science-policy coherence on key issues relating to environmental sustainability, whilst creatively pursuing the regional opportunities and approaches available through the UN Reform Agenda and fostering effective partnerships to maximize results.

Regional Offices will also lead the engagement with regional collaborative, inter-governmental, inter- agency platforms, and lead UNEP engagement in the UN regional Issue-based Coalitions (IBC), to identify environmental priorities for the region and mobilize the UN Development System around a set of regional issues.

Regional Offices will engage with the UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) and national governments to identify regional and national priorities. These priorities will guide the co-design of UNEP regional and national project development. In particular:

a. Engaging with RCs and UNCTs – through designated UNEP UNCT focal points – to ensure the environmental dimension of sustainable development is addressed in Common Country Assessment (CCA) development and review, Cooperation Framework design and implementation, results reporting, monitoring and evaluation and auditing.
b. Engaging with relevant teams in the Divisions on strategic results areas included in the United Nations Sustainable Development Cooperation Framework (UNSDCF), which require technical support for advocacy, the development of relevant joint work programmes and,
c. Registering and reporting of UNEP's contributions and results on UN-Info.

Under the Delivery Model Divisions will continue to provide the technical expertise and knowledge required to drive high-quality projects and programmes and to deliver impact for Member States and will work with Regional Offices to design and deliver appropriate interventions to inform, inspire and enable environmental action in pursuit of the results targeted in the MTS 2022-2025 and PoW. Divisions will assume greater responsibility for project management and technical expertise, and will be directly accountable for project implementation, progress monitoring, and reporting and providing the sectoral and technical depth and coherence for UNEP's work. The Delivery Model positions Divisions as having primary responsibility for project delivery to ensure that a single entity has accountability for a particular result and that interventions are delivered to consistently high technical standards regardless of where they take place

Roles, Responsibilities, and Accountabilities

To deliver the MTS 2022-2025, and PoW 2022-2023, clear roles, rights and responsibilities will be determined for each process UNEP leads and each result that it targets, enabling the organization to work effectively across organizational boundaries and divisions. Defining 'who does what' across different stages of the project cycle facilitates effective work across organizational boundaries and divisions.

Each subprogramme has an assigned Directly Responsible Individual (DRI – usually a Division Director), who is responsible for providing the Deputy Executive Director (DED) with the correct information and recommendations to enable the DED (with overall ***accountability*** for results) to ensure programmatic coordination and results-based management across the subprogrammes.

This focus on accountability is embedded throughout UNEP's Delivery Model and Programmatic Approach. This manual highlights roles and responsibilities throughout the project cycle, from concept development and project design through to implementation, evaluation, and closure, to promote effective project implementation. The table below illustrates some of the key roles and responsibilities that ensure correct application of the Delivery Model, Programmatic Approach and project management controls throughout the project cycle.

	Projecct Concept Development	Project Concept Review	Project Development	Project WReview	Resource Mobilisation	Implementatipn
Regional SPCs	Regional and National Prioritise **(inputs)**	N/A	Regional and National Prioritise **(inputs and recoomends)**	ProDoc **(inputs)**	Fundraising **(inputs)**	Project support **(inputs)**
Project Managers	Project Concept Developmet **(implement)**	N/A	ProDoc Development **(implement)**	ProDoc Preparation **(implement)**	Fundraising **(inputs)**	Project Delivery **(implement)**
Global SPCs	Alignment to Programmes **(clear)**	Concept Approval Group **(input)**	Alignment to Programmes **(clear)**	Portfolio Coordination **(clear)**	Alignment to Programmes **(clearance)**	Validating and analyzing results **(implement)**
Regional Directors	Regional and National Prioritise **(recommend)**	Concept Approval Group **(approve)**	Regional and National Prioritise **(clear)**	Regional / National Prioritise **(clear)**	Regional and National Prioritise **(recommend)**	Regional Cordination **(input)**
Division directors	Strategic Priorities **(recommend)**	CAG Review **(approve)**	Pro Document **(approve)**	PRC Approved ProDoc **(approve)**	Resource mobilisation **(approve)**	Final project accountability **(Implement)**

In-depth guidance on the roles of Regional Offices and Divisions, and of different UNEP staff members throughout the project cycle can be found in Chapter 3 – Project Cycle Management.

Resource Mobilization

UNEP's funding is made up of a) Core Funding, comprised of the Environment Fund (EF), and the UN Regular Budget (RB), and b) Extra-Budgetary Funding (XB). Core funding is primarily used to fund staff posts, with a small amount allocated to funding project activities. Most funding for project activities comes from XB funding. Core funding makes up around 15% of UNEP's funding, XB accounts for around 85%.

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Approach and Principles

At the organizational level, resource mobilization efforts are guided by the Resource Mobilization Strategy for the UNEP. Its objective is to ensure funding is available for the implementation of the Medium-Term Strategy (MTS) 2022-2025 and related Programmes of Work (PoW).

Resource Mobilization at the project-level is often non-linear and will take place during concept development and project design and continue during project implementation. A project must have a minimum of 25% of its **activity costs** secured from XB funding sources to gain approval from UNEP's Project Review Committee (PRC).

The following principles apply to all resource mobilization efforts:

Resource mobilization is a shared responsibility among senior managers throughout the organization. It is coordinated through meetings such as internal EU coordination meetings, and the internal XB funding meetings.

Where an effort is made to mobilize resources at country level, Staff members must liaise with the relevant Regional Office(s) to ensure that outreach is conducted, keeping in mind that procedures can vary from country to country.

Various teams and units in UNEP have roles and responsibilities in the organization's resource mobilization efforts, and relationships with funding partners. This includes the Public Sector Partnerships and Resource Mobilization Unit, Private Sector Unit, GCF Coordination Office, GEF team and EC Operations Unit (EC funding) in the Corporate Services Division (CSD), and the Policy and Programme Division (IKI, UNDA, SDG Fund). To ensure support and coordination staff members engaging in resource mobilization should coordinate with the relevant unit responsible for the partner relationship.

All projects submitted to any potential public or private sector funding partner must be cleared as a Project Concept, by UNEP's Concept Approval Group (CAG). The Project Concept is the document upon which discussions are held with a potential funding partner and the Project Document (ProDoc) is then developed. The fully developed Project Document should not be signed off by a funding partner until after UNEP's approval of the project is provided via the Project Review Committee (PRC). (See Chapter 3- Project Cycle Management).

Staff applying for funding must coordinate with the funding partner to ensure that the final ProDoc responds to all the funding partner's substantive and formal requirements. If, because of the Review and Approval phase, significant changes are required to comply with a funding partner's requests, the project must be re-submitted to the approval process (See Chapter 3– Project Cycle Management).

When approaching a non-UN, non-governmental, inter-governmental entity, private sector or philanthropic entity, the Due Diligence Procedure applies and partners need to be screened before any legal agreements can be concluded. See Chapter 7 - Partnerships for more information.

Legal agreements formalizing the funding partner's contribution to a specific project can be signed only after the ProDoc has been approved in the organization. The approved ProDoc is then attached and forms an integral part of the legal agreement. Should the funding partner insist on using an agreement different from the standard UNEP text, the Project/Task Manager should submit the partner's text to the UNEP Legal Unit at the earliest possible opportunity for clearance. (See Chapter 8 – Legal Agreements).

Environment Fund (EF)

The Environment Fund (EF) finances the core functions needed to implement UNEP's Medium-Term Strategies (MTS) and Programmes of Work (PoW).

All UN Member States are encouraged to make regular contributions to the Environment Fund. The Public Sector Partnerships and Resource Mobilization Unit, working closely with the Executive Office, Divisions and Regional Offices, leads mobilization efforts for contributions to the Environment Fund. The share that each Member State is encouraged to contribute to the Environment Fund is represented by the Voluntary Indicative Scale of Contributions (VISC). Staff members should, remember at all times when interacting with funding partners, that the priority for UNEP is to increase contributions to the Environment Fund to support the approved Medium-Term Strategies (MTS) and Programmes of Work (PoW).

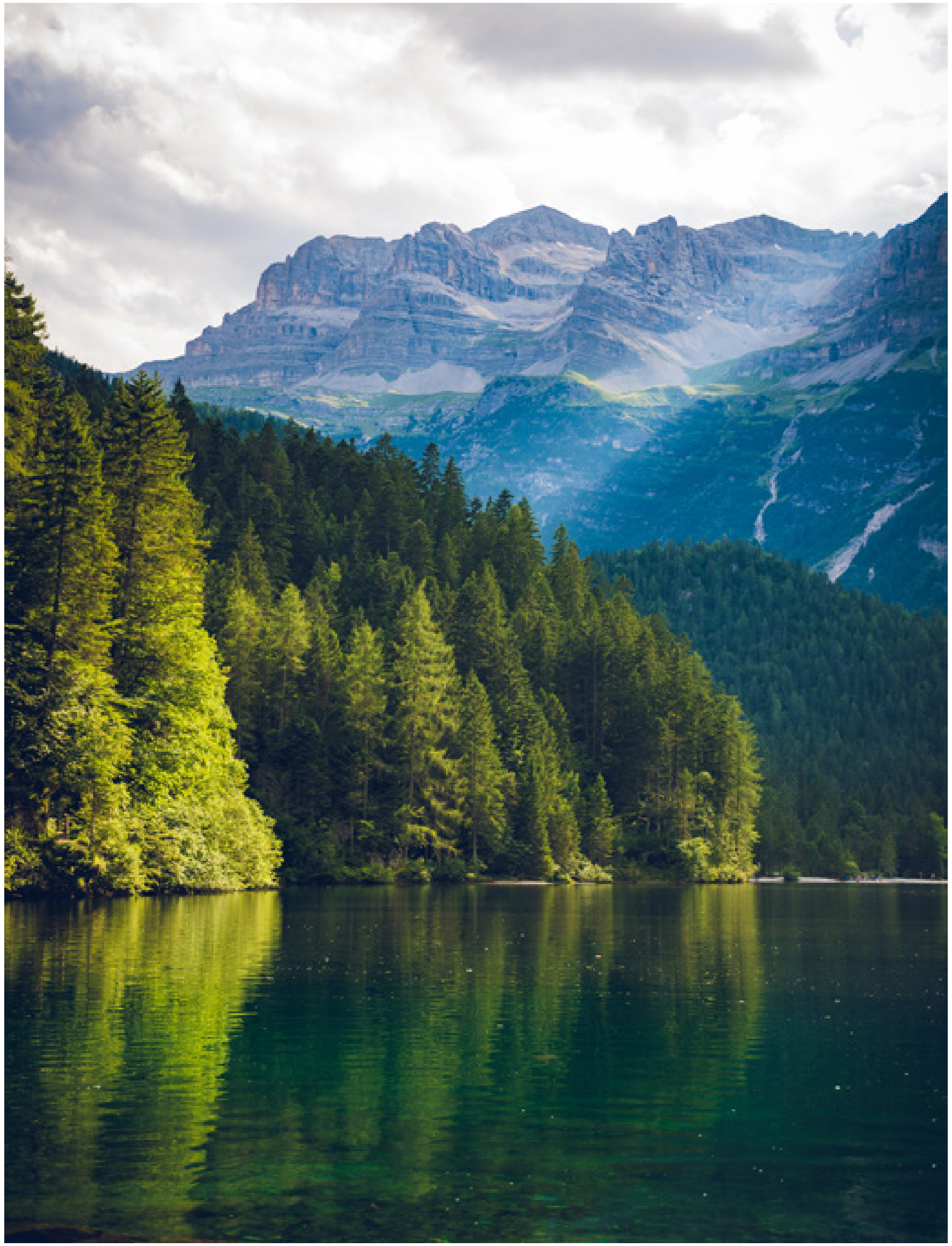
As of 2022 the Environment Fund provides USD $70-$80 million of funding annually. It allows UNEP to carry out its mandate of being the leading global authority on the environment, helps us support countries to deliver on the environmental dimensions of the 2030 Agenda and the Sustainable Development Goals (SDGs).

85 per cent of the fund is used for thematic sub-programmes and programmes. The rest supports strategic direction, management, and programme support, which are critical for implementing the organization's vision and ensuring robust oversight and delivery. At the project-level, the EF primarily funds staff positions. The EF plays an important role in UNEP's project delivery work. It is used to bridge funding gaps, and to leverage XB funding. Further information can be found on the Environment Fund page of WeCollaborate.

UN Regular Budget (RB)

The regular budget of the UN is core budget from the UN Secretariat.

Funded by assessed contributions from Member States, as of 2022 it provides USD $20-$25 million annually in limited funding support to UNEP for executive and management functions. The Secretariat informs the Executive Office of funds allocated to UNEP for each biennium based on a review of UNEP's PoW. The RB tends to cover management and coordination functions rather than project activities.



Extra-Budgetary (XB) Funding

Extra-Budgetary (XB) describes resources that come from sources other than the EF and RB.

XB funds programme and project delivery in support of UNEP's PoW and MTS, and primarily through earmarked funding aligned with regional, national, strategic, or thematic priorities of the funding partner. Some of UNEP's largest earmarked contributions come from Member States, such as the European Union/Commission as well as multilateral financing mechanisms such as the Global Environment Facility (GEF), the Green Climate Fund (GCF), etc. Other sources include non-governmental partners, the private sector, and not-for-profit organizations. XB comes from many different sources and across UNEP and a variety of people and teams are involved in identifying and raising XB. Further information on the main sources of XB funding, and how these are accessed and managed in UNEP is described below:

Member States

Corporate-Level Funding Agreements

XB funding from Member States is provided through corporate-level funding agreements (also known as Programme Cooperation Agreements (PCAs). These are generally multi-year agreements with partners providing funds that support the delivery of UNEP's PoW.. These agreements are designed to promote long-term stability and to strengthen the cooperation between partners at a more strategic and cross-cutting level. These agreements include:

- **Softly earmarked funds** are funds that are provided (mostly) at a sub-programme level. Current agreements* are with Norway, Sida and Finland.

- **Cross-cutting tightly earmarked funds** are funds that support multiple sub-programmes through specific projects. Current agreements* are with China and the United States Environmental Protection Agency (EPA).

- **Hybrid funds** consist of both core funding to the Environment Fund and earmarked funds for specific projects. Current agreements* are with Israel and Monaco.

- *Correct at the time of writing October 2022.

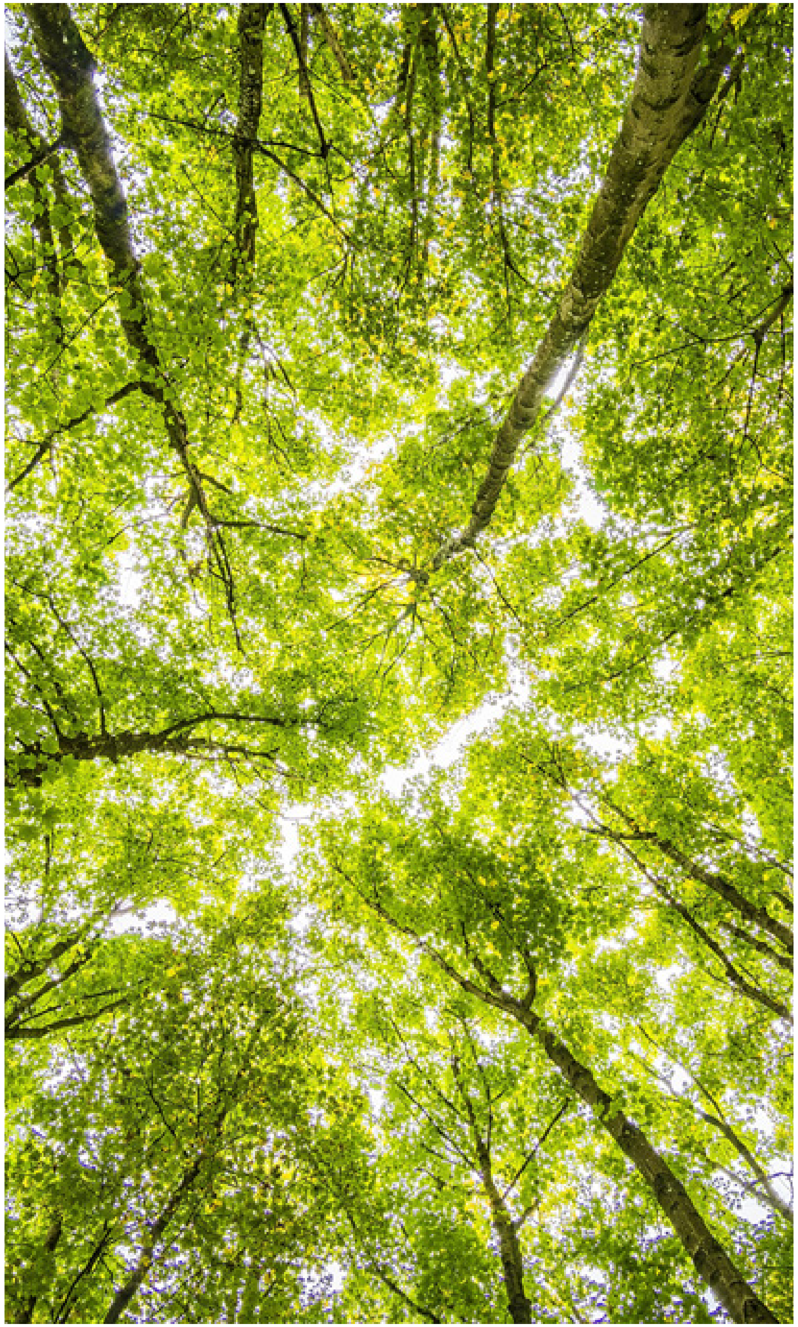
Whenever possible with Member States, UNEP encourages 'soft-earmarking' of funding, rather than tight earmarking. While tightly earmarked contributions allow Member States to report on priority issues based on their respective government's agenda, soft earmarking, targeted for example at the sub-programme level enables UNEP to deliver the programme in a more balanced and cost-effective manner. Soft earmarking reduces programme support costs by simplifying administrative procedures. Member States providing the highest levels of softly earmarked funding to UNEP include Norway, Japan, Germany, and Sweden.

XB funding arrangements with Member States may be multi-year in duration, however funding is often received, and allocated internally on an annual basis. This type of funding is managed and allocated in UNEP by the Policy and Programme Division (PPD), and the Budget Office in Corporate Services Division (CSD). Sub-Programme Coordinators and Directors are tasked with recommending how allocations are to be apportioned to projects and initiatives. Funds can be used to support new programmes and project work and to fill funding gaps on projects with an approved Project Document (ProDoc). Recommendations for how funds are to be apportioned must be reviewed and approved by UNEP's Budget Committee. Project Managers who are interested in accessing these types of funding should discuss their interest with their respective subprogramme Coordinator. Further information is available on the Corporate Level Funding Agreement page of WeCollaborate.

Project Specific Funding

Earmarked XB funding is also received through bi-lateral agreements with Member States, for specific projects, via submission of applications to specific funds. UNEP may make submissions in response to annual or more-frequent calls for proposals, or in response to ad-hoc calls for proposals where a Member State ministry or department asks UNEP to create a concept aligned to a specific thematic area and funding envelope. Funding raised in this way is formalized through the signature of a legal instrument between UNEP and the partner specific to the project for which funding is received.

PPD supports applications for this type of funding, and internally coordinates a strategic approach, aligned with UNEP's MTS and PoW, and priorities of the fund or donor. PPD leads UNEP's response to calls for proposals from Member States, including from Germany's Internationale Klimaschutzinitiative (IKI) and other donors. PPD provides guidance on thematic/priority areas and application windows, and coordinates submissions. Staff interested in this funding mechanism should contact the Strategic Planning Unit (SPU).



Multilateral Financing Mechanisms

Global Environment Facility (GEF)

UNEP is an Implementing Agency of the GEF (and occasionally an Executing Agency, in specific circumstances). UNEP's role is to engage, lead or contribute to the Facility's impact initiatives in areas relevant to GEF and UNEP strategies. For each GEF replenishment period, UNEP, considering country priorities, prepares focal area strategies both to guide its programming and to provide a basis for engaging with the GEF Secretariat to develop a shared programming vision. These strategies guide the choice of UNEP projects put forward for GEF financing. UNEP's GEF programming must be clearly driven by country priorities and align with both GEF and UNEP programming priorities. At the time of writing UNEP's multi-year GEF portfolio of earmarked XB funding totals USD $1.4 billion, making UNEP the third largest Implementing Agency in terms of funds received from the GEF.

UNEP's relationship with the GEF is managed by the GEF Team in the Corporate Services Division (CSD), and by GEF Portfolio Managers and Task Managers in programme divisions. The process of applying for GEF funding is lengthy and requires significant resources to be dedicated to concept development and project design. The application process is described in detail in Chapter 3: Project Cycle Management. All funding applications to the GEF must be accompanied by a Letter of Endorsement (LoE) from the Member State where the project will take place to demonstrate that project is consistent with national priorities, has been discussed with relevant stakeholders and that the country is committed to implementation. When a request for a project is received in the form of an LoE, the Task Manager should engage with the relevant GEF Portfolio Manager, the relevant Sub-Programme Coordinator, and/or the specific technical area unit within UNEP to discuss the request. Further information is available on the GEF page of WeCollaborate.

Green Climate Fund (GCF)

The Green Climate Fund (GCF) was established as a dedicated financing vehicle for developing countries serving the Financial Mechanism of the UNFCCC and the Paris Agreement. UNEP is currently accredited to implement micro- and small-scale Green Climate Fund (GCF) programme funding (less than US$50 million including co-finance). UNEP is also accredited to award grants using Green Climate Fund resources. During its upcoming re-accreditation process UNEP is aiming for accreditation to implement medium-scale GCF projects (budget up to $250 million, including co-finance). At the time of writing, UNEP's multi-year GCF portfolio of earmarked XB funding totals USD $240 million.

UNEP's relationship with the GCF is managed by the UNEP Green Climate Fund Coordination Office, GCF Portfolio Managers in programme divisions, and Task Managers. The climate rationale for any new GCF project must be very strong and clear if it is to be successful in the GCF review and approval process and all funding proposals must be accompanied by a no-objection letter (NOL) from the National Designated Authority (NDA)/focal point in the country where the project is to take place. A NOL is one of the key tools to ensure country ownership._When a request is received by a Member State to apply for GCF funding, the Task Manager must engage the UNEP GCF Coordination Office, and the relevant GCF Portfolio Manager(s). The process of applying for GCF funding is lengthy and requires significant resources to be dedicated to concept development and project design. The application process is described in detail Chapter 3: Project Cycle Management. Further information is available on the GCF page of WeCollaborate.

European Commission

The European Union's resources are allocated to the European Commission through the European Union's seven-year Multi-Annual Financial Framework (MFF). The current MFF covers the period 2021-2027. 30% is allocated to fight climate change and specific focus is given to green-digital transition, biodiversity protection, and gender mainstreaming. UNEP aims to deepen its policy partnership with the EC, and as an authoritative body working on the science-policy interface, is supporting the EU and the EU Member States in employing an evidence-based approach to internationalizing the EU Green Deal. XB earmarked funding from the European Commission is provided to UNEP primarily via two mechanisms:

- **Multi-Year Framework Agreements (one contract – a portfolio of projects)**. Under this agreement funding is provided for UNEP programmes and projects, as well as the activities of Multi-lateral Environment Agreements (MEAS). Decisions on how funding is allocated are driven by engagement between UNEP and MEA technical teams and their counterparts in the EC. Project development and related funding allocation follows the rules and procedures in force under the Framework Agreements. In UNEP this funding relationship is negotiated and managed by the Programme Management Unit (PMU) in the Corporate Services Division. Further Information can be found in the EC-UNEP framework Agreements on WeCollaborate.

- **Project Specific Agreements.** The EC provides earmarked funding for specific projects through two routes. Staff interested in this funding mechanism should contact the EU Operations Unit, CSD, in Brussels.

  - **Route 1:** Project contract resulting from a "policy dialogue" stream. The process is driven by engagement between UNEP technical teams and their counterparts in the EC, based on EU priorities and the Global Environmental Agenda, UNEP's MTS and PoW, the Annex to the MoU, and MEA agreed activities. It is a lengthy process that requires significant investment of time and resources by UNEP. Discussion should start between UNEP and the EC at least **one year** in advance of planned activities, and to gain funding the concept must be accepted by the EC and included in an EC Annual Action Plan (AAP). If accepted UNEP will develop a funding agreement in liaison with relevant EC Service.

  - **Route 2:** Project contract resulting from an EC Call for Proposals (open competition). Under this modality, the UNEP technical team identifies an EC call for proposals from the EC Funding & Tenders Portal or from the website of an EU Delegation and applies in compliance with the guidelines of the call for proposals. If the proposal is shortlisted by the EC selection committee, the UNEP technical team will be requested to develop an agreement with the EC with an approved funding.

Other Public Sector Mechanisms

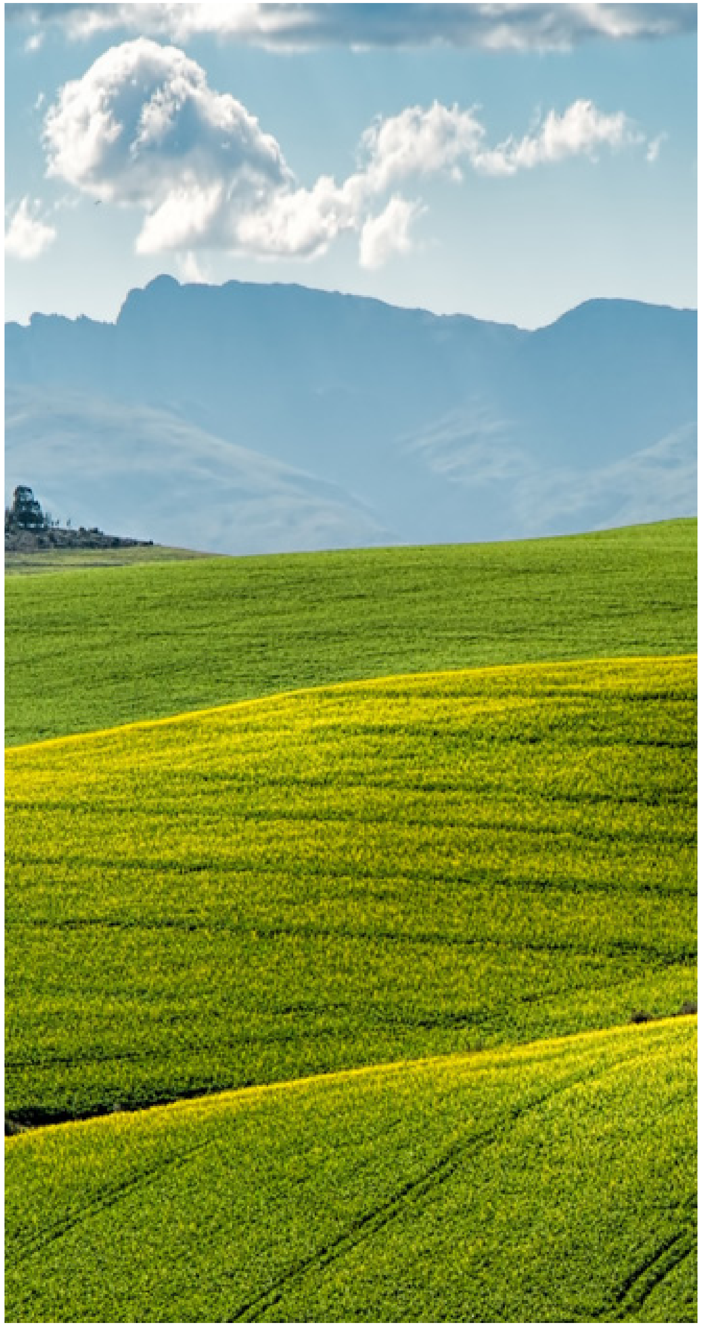
Policy and Programme Division (PPD) role

The Policy and Programme Division coordinates submissions for all relevant calls for proposals, such as the UN Development Account (UNDA), and the SDG Fund. UNEP actively participates in the implementation of the UN Development System Reform and, as part of that, implements its responsibilities set in the UN Funding Compact. Multi-Donor Trust Funds established in cooperation with other UN agencies to respond to a specific interest can also provide earmarked funding for UNEP's work.

Public Sector Partnerships Unit role

In instances where other public sector funding partners makes resources available through a call for proposals UNEP's Public Sector Partnerships may lead the process of reviewing the opportunity and coordinating applications. The following workflow provides an indication of how this can work:

STEP	ROLE	RESPONSIBILITY
STEP 1	**Public Sector Partnerships and Resource Mobilization Unit**	• The Public Sector Partnerships and Resource Mobilization Unit in the Corporate Services Division undertakes an initial review of the funding opportunity to ensure that it addresses the priorities within the UNEP Medium-Term Strategy and Programme of Work.
STEP 2	**Sub-programme Coordinators**	• Where there is a fit, the Unit requests Sub-programme Coordinators to coordinate with their teams in the Divisions and Regional Offices to identify proposals that meet the requirements
STEP 3	**Project Manager/Developer**	• Sub-programme Coordinators request the relevant staff to prepare a submission in the format specified by the funding partner and provide these proposals to the Public Sector Partnerships and Resource Mobilization Unit.
STEP 4	• Project Concept Review takes place. See Project Concept Workflow, Chapter 3 Project Cycle Management (PCM)	
STEP 5	**Public Sector Partnerships and Resource Mobilization Unit**	• The Public Sector Partnerships and Resource Mobilization Unit submits the final list of prioritized approved proposals and follows up with the funding partner. The Unit may also manage requisite progress reporting to the funding partner in close collaboration with the relevant project teams.



Foundations and High Net Worth Individuals

Foundations and High Net Worth Individuals are starting to play a growing and potentially important role in fundraising efforts. These philanthropic sources of funding can provide significant levels of financing for development and environmental work. UNEP aims to expand its mobilization of financial resources from foundations, both by deepening ties with existing partners and through targeted outreach to new partners.

UNEP approaches opportunities with these stakeholders from a partnership angle, mapping opportunities where a clear fit between respective agendas and aims exists, and building relationships focused on long-term transformative partnerships for change. Foundations can provide not only financial resources but also have significant influence that can drive positive change. Staff interested in this area of Resource Mobilization should contact the Private Sector Unit.

Private Sector

The private sector is critical for implementing policies and regulatory frameworks and for promoting innovation, creating new green jobs, and fostering sustainable economic development.

UNEP is currently elevating its engagement with the private sector by building strategic partnerships. This includes supporting public-private partnerships and collaborations that contribute to the implementation of the organization's mandate, , propelling the private sector to green their own businesses while also promoting the sharing of data, technologies, knowledge, and best practices.

In addition to bilateral partnerships, UNEP is moving increasingly to engage the private sector on platforms that can help to amplify the transformational action for sustainability taken by business. UNEP engages with the private sector after following a comprehensive due diligence process to minimize reputational risks and maximize impact from these partnerships. Find more information on the partnerships chapter.

UNEP's Private Sector Unit is the focal point for UNEP's corporate engagement with the private sector and the philanthropic community. The Unit is currently focusing on building UNEP's funding opportunities with foundations. To this end, it is researching opportunities, strategizing on UNEP's approach, establishing relationships, and improving UNEP's financial and transaction-based mechanisms to receive funds from philanthropic sources.

All funding opportunities shall be used to mobilize resources for projects that contribute to the delivery of the outcomes described in the PoW and MTS. Further information is available on the Private Sector page of WeCollaborate.. Where a private sector funding partner makes resources available for a project, the following process is followed:

STEP	ROLE	RESPONSIBILITY
STEP 1	**Project Manager/Developer**	• Project leads submit a funding opportunity from the private sector, along with information on the entity, to the Private Sector Unit in the Corporate Services Division.
STEP 2	**Private Sector Unit**	• The Private Sector Unit undertakes a review of the funding opportunity and conducts a comprehensive due diligence process with risk and strategy assessments to ensure that the opportunity addresses the priorities within the UNEP MTS and PoW and does not put UNEP's reputation at risk. If the entity is medium or high risk, the Private Sector Unit requests a Risk Mitigation Plan from the Project Manager/Developer.
STEP 3	**Director**	• The Director then either approves or rejects the funding opportunity.
STEP 4	**Partnership Committee**	• The Private Sector Unit than directs the funding opportunity to the Partnership Committee, which reviews the potential partner and either approves or rejects it.
STEP 5	**Private Sector Unit**	• Once approved, the Private Sector Unit follows up with the project lead to draft and complete a Donor Agreement with the entity. If there are any substantive changes to the standard template, they must be reviewed by the CSD Legal Unit. The Unit also requests and manages reporting on impacts and results of partnerships for the Annual Report to the CPR on Private Sector Engagement.

New Thematic Funds

In order to implement the MTS and associated PoW, UNEP's funding should be flexible. The organization has approved a new way of giving unearmarked funds, with the creation of three thematic funds on ***Climate Stability***, ***Living in Harmony with Nature***, and ***Towards a Pollution Free Planet.*** Establishing these funds will aim to shift the balance away from tightly earmarked funding towards a healthier income distribution and resource allocation. Thematic giving will enable a comprehensive, science-based approach, which will further position UNEP as an environmental protector and global thought leader. The use of these funds will not be limited to the three priorities but will financially support all activities included in the MTS, including the scientific work and the work related to international environmental law conducted by UNEP.

Country Level Official Development Assistance

Country-level Official Development Assistance (ODA) is another potential source of resources for UNEP cooperation with, and support to, Member States. Getting access to regional and country-level Official Development Assistance funds requires close collaboration between UNEP and national governments, as well as the regional/country representatives of the development agencies of major funding partners. The initial request for ODA must come first from a government authority; only then may UNEP step in as a partner facilitating access to the Official Development Assistance funding.

The UNEP Regional Offices of both the funding partner and recipient countries are the primary UNEP focal points for identifying and pursuing country-level ODA funding opportunities. Following consultations with government authorities, the UNEP Regional Office, and its substantive staff, Sub-programme Coordinators and/or Divisional/Regional Directors or heads of branches and units are to contact, in coordination Public Sector Partnerships and Resource Mobilization Unit, the Official Development Assistance focal points of major funding partners based in the relevant country/region. They can then negotiate allocations of Official Development Assistance funding towards a particular project.

Another mechanism for accessing Official Development Assistance funding work closely with other UN agencies through the One UN process and within the United Nations Sustainable Development Cooperation Framework (UNSDCF or 'Cooperation Framework').

Relevant staff interested in learning more about Official Development Assistance funding opportunities are encouraged to contact the Public Sector Partnerships and Resource Mobilization Unit. For information on the United Nations Sustainable Development Cooperation Framework process, contact the relevant Regional Office.

Special Fundraising Initiatives

UNEP is well positioned to launch special fundraising initiatives to finance high-profile or emergency interventions, such as partnerships with potential private sector donors or partners. Fundraising initiatives and campaigns may be organized by the Public Sector Partnerships and Resource Mobilization Unit, by the Private Sector Unit, by the Communication Division or by other relevant UNEP offices. Proponents must seek authorization from the Executive Office for such initiatives. UNEP may establish a special fund or account for such contributions and subsequently forward those contributions to a select project account or accounts. Any partnership with the private sector must go through the Private Sector Unit and follow the institutional due diligence process through the Partners Portal.

Roles and Responsibilities

Across UNEP a variety of people and teams are involved in identifying and raising funding. The following table summarizes roles and responsibilities during resource mobilization in UNEP.

ROLE	RESPONSIBILITY
Public Sector Partnership and Resource Mobilization Unit	• Guides public sector resource mobilization and ensures that the development of resource mobilization strategies at the programme level is synchronized with implementation at the divisional level. • Gathers intelligence on funding partners, which in turn feeds into programme-level resource mobilization strategies and action plans, helping to fill the gaps in programme funding at global, regional, and national levels. • Leads the resource mobilization efforts and reporting for the Environment Fund (EF) • Works closely with Regional Offices and Branch Heads and leads the identification of potential funding partners and their priorities. • Works with the Sub-programme Coordinators to outline funding strategies by programme. The aim is to effectively allocate corporate-level resources and attract extra-budgetary financing. • Leads the resource mobilization efforts and reporting for global Corporate Level Funding Agreements. • Leads the work on communication and outreach efforts in support of resource mobilization., as well as disseminating key messages on the value added and strengths of the organization; as well as on the importance of core funding.
Private Sector Unit	• Focal point for UNEP's corporate engagement with the private sector and the philanthropic community • Coordinates potential resource mobilization from the private sector and new opportunities related to foundations and high net worth individuals. • Focusses on building up UNEP's funding opportunities with foundations by researching opportunities, establishing relationships, and improving UNEP's financial and transaction-based mechanisms to receive funds from philanthropic sources.

ROLE	RESPONSIBILITY
Subprogramme Coordinators	• Coordinates the development of programme-level resource mobilization strategies. • Identifies funding gaps and priorities across the different sources of funding at the global, regional, and national levels in consultation with their teams in Divisions \ and Regional Offices as well as advising on the allocation of funds. • Agree on targets and roles and responsibilities for mobilizing funds across the organization.
Divisional/Regional Directors	• Guide the development and execution of fundraising strategies • Provide programmatic intelligence and advice to the Corporate Services Division, Regional Offices and Sub-programme Coordinators. They are ultimately accountable for mobilizing the funds for projects managed by their Division/Regional office. • Regional Directors oversee the identification and development of relationships with funding partners originating from their regions including at national and even subnational levels. • Regional Directors also prioritise member states for targeted action, recommending them for bilateral consultations, intelligence gathering and country strategy development etc.
Executive Director/Deputy Executive Director	• Lead policy dialogues and resource mobilization efforts with Member States, provide strategic and policy guidance and make final decisions where internal consensus has not been reached.
Regional Offices	• Regional Offices lead efforts to mobilize contributions to the Environment Fund and other sources for corporate-level contributions from individual countries in their regions. • Provide regional and national programmatic, policy and fundraising intelligence, and work with the Public Sector Partnerships and Resource Mobilization Unit, Division Directors, and Subprogramme Coordinators to encourage and assist countries to contribute to the Environment Fund, and to provide complementary funding through Trust Funds. • Accountable for mobilizing the resources from both the public and private sectors for projects managed by their respective Offices.

ROLE	RESPONSIBILITY
Communication Division	• Collaborates with the Public Sector Partnerships and Resource Mobilization Unit on messaging for resource mobilization efforts, including support in the production and dissemination of global and regional outreach materials. • Plays a leading role in liaising with Regional Offices and external partners in relation to branding and outreach strategies.
Programme Management Unit, CSD	• Designs and coordinates implementation of strategic framework agreements with the European Commission. • The portfolios of projects covered under these agreements are negotiated with the European Commission and implemented by the UNEP Divisions, Regional Offices, and the MEA Secretariats.
GCF and GEF Coordination Offices	• The GCF and GEF Coordination Offices in UNEP are responsible for managing UNEP's relationships with GEF/GCF financing mechanisms, and coordinating a strategic corporate approach to applications, advising on thematic/priority areas, and process and procedures, and coordinating the process for submission of funding proposals.
Policy and Programme Division (PPD)	• Leads UNEP's response to calls for proposals from Member States, including from Germany's Internationale Klimaschutzinitiative (IKI) and other donors. • PPD provides guidance thematic/priority areas and application windows, and coordinates submissions, often reviewing concepts to ensure a corporate strategic approach to fundraising from these partners.

Project Cycle Management (PCM)

This chapter is a principal component of UNEP's Programme and Project Management Manual (PPMM). It describes end-to-end project management, from conception and design, through implementation to completion. It is a critical resource for UNEP Project Managers, both new staff learning about the way the organization approaches Project Cycle Management (PCM) and experienced staff looking for information about specific workflows and processes.

Contents

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Introduction

This chapter is presented in the following sections:

- **Key approaches:** describes the approaches that must be embedded in every project to promote consistent, high-quality delivery of results.
- **Programme and Project Management Systems:** describes the digital tools and systems that UNEP uses to manage project records, and to store information and data about project progress.
- **The Project Cycle:** describes the approval steps that must be followed for a project to proceed to implementation and describes detailed workflows to be followed for effective project cycle management as well as the roles and responsibilities at all stages of the project cycle.

Definitions

The following three definitions will help users to understand UNEP's approach to PCM and to contextualize the guidance in this chapter. This is not an exhaustive list of terms related to PCM, and further definitions can be found in UNEP's Glossary of Results Definitions.

Project:

A project is a time-bound intervention with a specific funding envelope that addresses a defined set of results within an identified implementation context or geographic area. To be approved as a UNEP project, the planned results of a project at outcome level should contribute to programme outcomes in the PoW, and the main components of UNEP projects must be interlinked to achieve targeted outcome(s). All projects must be first approved as a concept to ensure PoW alignment, and then be approved by UNEP's Project Review Committee (PRC). All projects must be clearly defined in terms of the following dimensions:

Timeframe: The approved start and end date of a project. This should be a period of time from signed approval to operational completion date that is realistic for the achievement of the ambition of the project.

Funding Envelope: The funding envelope is the secured financial resources for project implementation. Projects should be submitted for approval with 75-80% of the envelope secured. Large percentages of unsecured funding provide challenges later in the project cycle, for example resources required to secure additional funding or additional funding including conditionalities not aligned with the original Theory of Change (ToC) of the approved project. The level of ambition reflected in a project's logical framework must be achievable with the secured funding to avoid speculative results statements, and weaknesses in accountability for results. If some funding remains unsecured at the project approval stage, the ToC should capture what activities, outputs and outcomes secured and unsecured funding will contribute to. If the project has not yet secured full funding, then there must be evidence of ongoing resource mobilization efforts.

Geographic Scope: The geographic locations where project implementation occurs and the geographic locations where project effects will take place should be clearly defined.

Results Targeted: All projects delivered by UNEP in the period 2022-2025 will sit within a programme, and all projects within a UNEP programme will share the same common objectives and target achievement of the same MTS and PoW Outcomes. There should be a direct linkage between the results targeted by a project and that of a programme. The outcomes and indicators specified in a project must "move the needle" of the performance indicators specified in the associated programme.

Project Documents: Each UNEP project is governed by a Project Document (ProDoc) which describes the project's Theory of Change (ToC), Logical Framework (logframe) and the results targeted. The ProDoc identifies which Outcomes, Direct Outcomes and Outputs that a project aims to achieve, and illustrates how an individual project contributes to the achievement of the programme that it resides in.

Programme:

A programme is a group of synergistic projects contributing to a common outcome(s) and managed in a coordinated way to obtain benefits not available from managing the projects individually. UNEP is employing a programmatic approach to provide the focus, coordination and thematic integration that is required to deliver the MTS and PoW. This programmatic approach allows UNEP to initiate, define, redefine, accelerate or terminate interventions within a programme in accordance with the overall strategic objectives and vision set out in the MTS. As described in Chapter 1, The coordination, management, and planning functions of UNEP Programmes will take place through Programme Coordination Projects (PCPs).

Project Manager

This is the Directly Responsible Individual (DRI) for an approved project who holds project management accountability. Each approved project must have a single manager who is directly responsible for all project components and contributing funding agreements. The Project Manager (referred to as a Task Manager on GEF or GCF funded projects), is supervised by the Project Supervisor. They have complementary but very well-defined roles with segregated duties associated to project management and management oversight. The roles and responsibilities of Project/Task Managers, their supervisors and other project staff are described throughout the workflows in this chapter.

The UNEP Project Cycle

UNEP projects may vary in their design, expected outcomes, scope and scale. However, all of them follow the same project cycle in the four complementary phases summarized below:

Concept Development

Concept development is the first step in the project planning process and involves describing the problem that a project will seek to address, along with the context in which the intervention will take place. Concepts provide the broad picture of desired results for a given amount of funding over a given period and preparing the Project Concept provides a basis on which to solicit funds from potential donors. Concept development provides the opportunity for engagement and co-creation between Divisions and Regions on technical, operational and other issues; ultimately this enables synergistic planning across UNEP and the development of ideas to deliver the aims of the MTS and PoW.

Project Design

At the project design stage, the project concept is elaborated to include more detail about the project intervention strategy, the ToC is further developed, and the logical framework created. Implementation arrangements, including partner roles and responsibilities are developed and agreed. Project design is undertaken by the project team, led by the Project Manager. Global Sub-programme Coordinators (SPCs) and Regional Sub-programme Coordinators (RSPCs), provide guidance to ensure that the development of the relevant project template aligns with strategic and thematic priorities and regional/national priorities as articulated in UN development cooperation frameworks. External stakeholder engagement and inputs, for example with envisaged donors, UN Country Teams, implementation partners and prospective project beneficiaries, are also an important elements of the project design process. This will ensure that the project is relevant, and increases the chances of project sustainability.

Project Implementation, Monitoring, Reporting and Evaluation

This phase is focused on the delivery of activities to achieve the desired results. At this stage all the stakeholders should have the same level of understanding of the project including the project outcome, the logical flow of planned activities and assigned responsibilities, and the timeframe to achieve results. An inception meeting is a means to bring together project team members and external partners, to jointly refine non-substantive elements of the project document (such as timelines, activities and budgets for activities), to clarify roles and responsibilities, to explain UNEP's processes and procedures; and to answer questions. Monitoring of performance and reporting on results takes place throughout implementation, and Mid-term Reviews enable UNEP to understand project outcomes and improve performance and accountability to donors, partners, and beneficiaries.

Learning, Feedback and Closure

This is the final phase of the project cycle. A project is considered closed when all activities have been technically completed and financial reconciliations carried out. Evaluations and Reviews help in assessing to what extent targeted results have been achieved and provide the opportunity for evidence-based learning and identification of recommendations to improve future programmes and projects.

Key approaches

To ensure consistent, high-quality delivery, the design, development, and implementation of all UNEP projects must be guided by the following key approaches:

Results Based Management (RBM)

Results-Based Management (RBM) is a project management strategy that focusses on the achievement of desired results, defined as measurable or describable changes arising from a cause-and-effect relationship. Desired results are formulated from the project beneficiary and/or stakeholders perspective with a focus on changes in knowledge, abilities and awareness, or changes in behaviour, attitudes, conditions, or state. RBM is a cross-cutting approach that supports the realization of the UN Secretary General's Reform Agenda.

In UNEP projects, results are identified as Outputs, Outcomes, Intermediate State results, and Long-Term Impact. These can be represented through a results chain which depicts the assumed causal linkage between project activities and desired long-term impacts through the achievement of different levels of results and describes the types of changes targeted. The achievement of one result contributes to the achievement of the expected results at higher levels. A results-chain illustrates how activities should contribute to Outputs, which in turn contribute to Outcomes, followed by intermediate state(s) and Long-term positive Impacts:

Results-chain for UNEP programmes and projects:

Long-Term Impact	Long-lasting results arising, directly or indirectly from a project. Positive changes and must relate to UNEP's mandate, PoW and MTS.
↑	
Intermediate State	Changes beyond the Project Outcome(s) that are required to contribute towards the achievement of the intended impact of a project.
↑	
Outcome	The uptake/adoption/application of an output by intended beneficiaries, observed as a change in institutions or behaviours, attitudes or conditions or environmental state.
↑	
Output	The availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities, and awareness of individuals or within institutions.
↑	
Activity	An action taken, or work performed, through which inputs are utilized to realize specific results.

In UNEP RBM is a fundamental principle of the organization's approach to programme and project delivery. It is the cornerstone of UNEP's efforts to demonstrate and sustain results in tangible terms. As an approach it incorporates:

01 An examination of the broad social, environmental, political, economic, and technical contexts to identify what we want to change about the current situation and determine how we might best do that.

02 A focus on measurable expected results based on analysis, defined according to a results chain, and identified in key project documents and a focus on sustainable results.

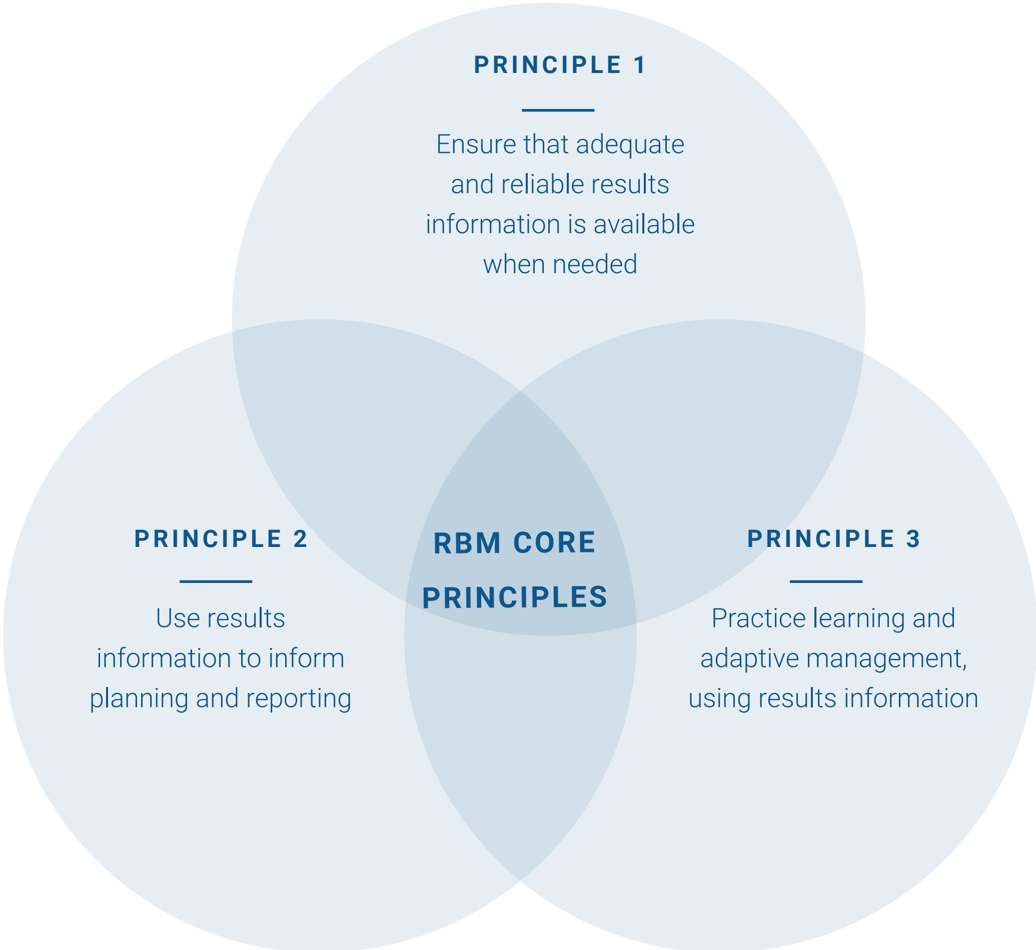
03 Ensuring ownership by engaging stakeholders in the project and programme cycle. RBM entails identification of stakeholders, their engagement and buy-in, during the different stages of project and programme cycle.

04 Monitoring progress toward results and resources consumed using appropriate indicators and evidence sources and using information from monitoring to improve project performance, and to report on results achieved and resources involved based on evidence.

05 Identification and management of risk while bearing in mind the expected results and necessary resources.

06 Knowledge management, including promoting learning, uptake of good practice and results and integrating learning into adaptive management, decision-making and further project and programme design

The principle aim of RBM is to use results information to help manage effectively. The three core principles of RBM are:



RBM is a standard practice, and targets positive long-term changes, that are sustained. It integrates a results-driven approach into all aspects of the project and programme cycle as well as integrating evidence and lessons learned from past performance into the new designs.

RBM Training

Greater information about UNEP's RBM approach, and the tools described above can be found in the UNEP RBM training course. It is mandatory that all UNEP staff, especially those involved in project/programme implementation at any level undertake the training. This training counts for three days of training time in the annual appraisal.

Course name	Results-Based Management training
Modality	Online
Link to course	RBM Course

Theory of Change (ToC)

As a central feature of the RBM approach, all UNEP projects must have a project intervention strategy that includes a clear ToC. The ToC is a tool for planning that shows (in a simple graphic manner or narrative format) how a project or its products and services will contribute to behavioral or institutional change, and long-term project impact. It outlines the causal pathway to a change.

Problem Analysis
mapping of cause-and-effect relationships around an issue or problem in a structured manner

→

Objectives Analysis
rephrasing each of the problems into objectives, and positive desirable statements.

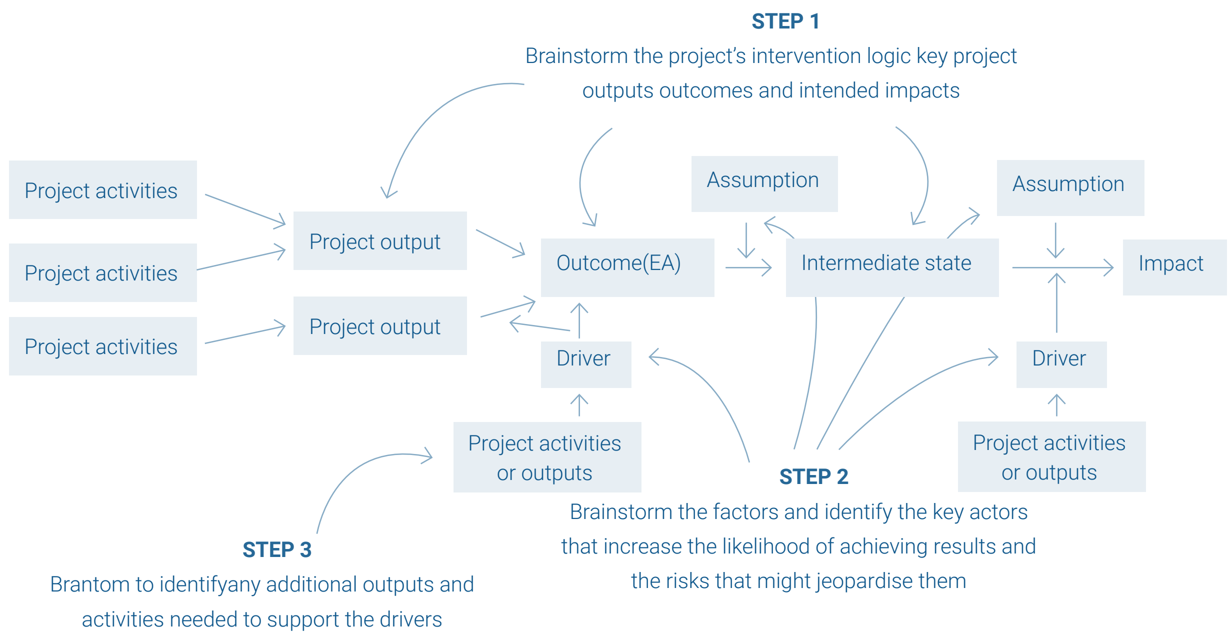
→

Development of a detailed Theory of Change (ToC)
identifying the project's intervention strategy to achieve desired changes.

The process of identifying the ToC of an intervention should be done as a group exercise, involving project team members, stakeholders, and potential implementing partners. The ToC must include desired Long-Term Impact, Outcomes and Outputs, as well as linkages to the relevant Outcomes in UNEP's Programme of Work and Medium-Term Strategy. An important part of the ToC is the identification of conditions and factors (assumptions and drivers) that underpin the process by which Outputs and Outcomes are transformed into Intermediate States and Impact.

Theory of Change (ToC) Example:

This example illustrates a simple causal change. In practice, a UNEP project ToC will involve multiple causal chains. Similarly in the context of UNEP's work, long-term impact in a particular area may often be achieved through the contributions of several projects.



Logical Framework (logframe)

The Logical Framework captures a summary of the ToC and helps project personnel frame it in a structured manner. It summarizes the planned Outputs and Outcomes of the project within secured resources. UNEP project logframes should contain a single clear milestone for each outcome for every six-month period of the project. Logframes describe the indicator(s) for each result that should be measured to determine if a project is making progress.

During implementation, the project logframe serves as the project's primary management and monitoring tool and identifies how progress against each of the targeted results is to be monitored and measured. A project logframe is a reference point for project performance measurement and can be used to guide monitoring activities (in conjunction with a well-designed workplan). The data that is collected through monitoring activities is used for reporting internally and to donors and supports accountability for the use of project funds. The information that is gathered through monitoring also supports the process of project reviews, and evidence-based decision making on project direction, and adaptive management. An example of a logframe that could be used on a UNEP project is shown below.

Example UNEP logframe

Project Objective:		**Relevant UNEP Programme of Work Outcomes:**		**Sub-programme:**
1. Project Outcome	Indicators (inc. Baseline/Target/ Interim target)	Relevant PoW Outcome(s) and indicator(s)	Relevant SDG target(s) and indicators	Outcome risks
Project outcome milestones (specify which indicator each milestone refers to)			Milestone attainment date (for each reporting period)	
2. Project Outputs	Indicators	Relevant UNEP PoW Direct Outcome(s)	Relevant SDG target(s) and indicators	Output risks

Donor logframe formats

The UNEP standard logframe format is included in the UNEP Project Document (ProDoc) and must be completed at project design stage. However, certain donors may provide different Prodoc formats for use as a key donor compliance requirement (e.g. GEF and GCF) UN system templates for joint programmes such as the UNSDG Standard Joint Programme Document, SDG Fund, Multi-Partner Trust Fund and associated Standard Operating Procedures For Countries Adopting The "Delivering As One" Approach guidance may also be used for concept development and project design for joint programmes if required. Key elements required to meet UNEP standards include:

- Alignment of the project with UNEP's PoW and MTS, and the SDGs.
- ToC and Logframe.
- Umoja-based Budget.
- Gender and disability mainstreaming.
- Safeguards Risk Identification Form (SRIF).
- Alignment to the relevant UNSDCF(s) and demonstration of relevant regional/country-level consultations.

If a donor format does not include these elements, then these elements should be prepared separately and attached as annexes when submitting the donor format to the Project Review Committee (PRC). Overall, the Project Document should satisfy the UNEP quality standards, and should enable easy entry of project data into IPMR in UMOJA, UNEP's project management control system.

Harmonization of results chains

Variations between how UNEP classifies results chains (outputs, outcomes, intermediate state, impact), and how a donor classifies results are important to harmonize during concept development and project design. UNEP internal reporting requires Project/Task Managers to report on output and outcome level achievement. If a project has been designed based on a donor logframe, the results chain levels may be different to that in UNEP's logframe format. This can create challenges during monitoring and reporting, for example internally a Project/Task Manager may be asked to report on a result that is not classified in the same way in a donor logframe, and vice versa.

For this reason, it is important to try to harmonize results chains between donor and UNEP structures during concept development and project design. Project/Task Managers are encouraged to use UNEP's results chain, or definitions from UNEP's results chain when identifying which targeted results sit at output and outcome level in a non-UNEP logframe, and work with donors to request such harmonization. Similarly, when developing Implementing Partner (IP) agreements, and IP logical frameworks, there is value in harmonizing outputs, indicator targets, milestones. Although harmonization between donor, UNEP, and IP logframes may require time and negotiation during the concept development and

TOC AND LOGFRAME GUIDANCE

- A ToC and Logframe are two central tools in the RBM approach and are required for all UNEP projects. Guidance on the development of a ToC and Logframe is included in module 2 of the UNEP Results-Based Management (RBM) training.
- Well formulated result statements are crucial to the development of a project logframe. Guidance on writing results statements for different types of projects, and examples of indicators at the Output, Outcome and Intermediate State level can be found on the Examples of Statements and Indicators from Activities to Impact on WeCollaborate.
- UNEP's Glossary of results definitions_July 2021, produced collaboratively by the Programme Coherence and Assurance Unit, PPD, Programme Support Unit in Ecosystems Division and the Evaluation Office with inputs from colleagues of the Policy & Programme Division covering various RBM terms
- Guidelines to ensure UNEP's expected project's results are reflected in donor and contribution agreements can be found on the Guidelines Donor Agreements and RBM_30.09.2020.
- Other RBM related guidance and templates are available on the Polices, Guidelines and Templates page in WeCollaborate.

Project Workplans

A project workplan is an operational tool which illustrates the activities that have been chosen to deliver the designed outputs and the timeline for implementation. The order of activities and dependence between activities should be defined in a workplan, together with the roles and responsibilities of the project team and implementing partners. If the project involves complex funding arrangements or a long-term timeline, the Project Manager may consider managing the project in separate phases, as specified in the workplan.

The UNEP Project Document (ProDoc) includes a simplified workplan template which must be completed during project design. The timelines illustrated in a workplan, can be annual, bi-annual, or quarterly, as informed by the agreement with donor, budget size, accountabilities and project implementation duration. An example is shown below. A more detailed workplan template, including all information required in the ProDoc and additional management information is illustrated in Annex A at the end of this chapter.

ID	Project Outputs & Activities	Responsible Division/ Regional Office	Partner(s)	Year 1				Year 2				Year 3				Year 4			
	Project Outcome: as in Logical Framework																		
1	*State the activity*[1]																		
2	*State the activity*																		
A)	**Project Output: as in Logical Framework**																		
1	*State the activity*																		
2	*State the activity*																		
B)	**Project Output: as in Logical Framework**																		
1	*State the activity*																		
2	*State the activity*																		
C)	**Project Output: as in Logical Framework**																		
1	*State the activity*																		
2	*State the activity*																		
D)	**Project Output.**																		
	Other activities (e.g., risk management)																		
	State the activity																		
	State the activity																		

Results-Based Budgeting (RBB)

Results-based budgeting is a process that complements RBM. In RBB:

- Programme formulation revolves around a set of predefined objectives and expected results
- Expected results justify the resource requirements, which are derived from and linked to the outputs that are required to achieve outcomes; and,
- Actual performance in achieving results is measured by performance indicators[2].

As part of project development, the Project Manager in collaboration with the Fund Management Officer prepares a project budget according to Results-Based Budgeting principles. The budget quantifies the resources needed for delivering the Outputs and Outcomes described in the logframe and workplan in the most cost-effective manner. Further information on UNEP's Results-Based Budgeting process is described Financial Management Chapter in the PPMM.

[1] Activities may need to be added between the output and outcome levels to ensure uptake or use of outputs delivered by the project and contribute to the achievement of project outcomes. For example, activities may be needed to take care of drivers (external conditions that are within the influence of the project and its partners) or manage risks. [2] Further information can be found on Results-Based Budgeting (RBB) - Linking Financials to Results

Stakeholder Engagement

In UNEP, the term "stakeholder" refers to individuals or groups who are affected or are likely to be affected by the programme or project activities.

It also refers more broadly to those who may have an interest or may influence the programme or project activities. Proper stakeholder engagement at the early stage of project design and planning builds local ownership, strengthens project integrity and design, and helps to establish foundational relationships that may contribute to constructive problem solving if difficulties arise. Effective stakeholder engagement is also central to attaining the SDGs in the spirit of 'leaving no one behind', supports combating inequality and ensures equity and non- discrimination across the project cycle.

The range of potential programme and project stakeholders is diverse and may include national and local government authorities, civil society actors, such as non-governmental, community and faith-based organization. They can also be politicians, religious leaders, the academic community, companies, business networks, consumer associations, labour unions, UN agencies, funds and programs and development partners, and other special interest groups.

Stakeholders may also include beneficiary groups or individuals and locally affected communities or individuals. These may include for example, women, children, youth, elderly, disabled, indigenous people, ethnic minorities and people who identify as LGBTIQA+. These types of stakeholders are also known as rightsholders.

Further information on how to engage stakeholders can be found on the Environmental and Social Safeguards page in WeCollaborate. Completing an effective and thorough stakeholder engagement process requires time and resources to be allocated during the concept development and project design stages. Guidance on undertaking stakeholder analysis and developing a stakeholder engagement plan is described in Module 2 of the UNEP RBM training.

Addressing poverty as an element of UNEP Projects

A focus on poverty in UNEP's programming has been achieved in part through the selection of Least Developed Countries (LDC), SIDS and LLDCs, and of poor rural regions of other developing countries and other locations with high poverty incidence as the target areas for projects and initiatives. The ToC of a project should reflect contributions of stakeholders towards the desired results and describe the socioeconomic benefits to be delivered for stakeholders and any relevant linkages to poverty alleviation and livelihoods.

Environmental and Social Safeguards

UNEP's Environmental and Social Safeguards Framework (ESSF) aims to strengthen the sustainability and accountability of UNEP programmes and projects, through respect for human rights and by protecting people and the environment from potential adverse effects of project interventions. UNEP aims integrate these standards into concept development and design and during project implementation, monitoring, reporting and evaluation.

The ESSF sets out eight (8) environmental and social Safeguard Standards (SS) for UNEP programmes and projects to meet. It establishes procedures for identifying and avoiding, or where avoidance is not possible, mitigating environmental, social, and economic risks. The ESSF applies to all UNEP programmes and projects, UNEP-Administered MEAs, Implementing Partners, Executing Agencies, and Contractors.

UNEP's eight (8) Safeguard Standards (SS):

SS1	Biodiversity, Ecosystems and Sustainable Natural Resource Management	**SS5**	Cultural Heritage
SS2	Climate Change and Disaster Risks	**SS6**	Displacement and Involuntary Resettlement
SS3	Pollution Prevention and Resource Efficiency	**SS7**	Indigenous Peoples
SS4	Community Health, Safety and Security	**SS8**	Labour and Working Conditions

Safeguards Risk Identification Form

UNEP environmental, social, and economic risks are identified by Project Managers and screened by PPD using the Safeguards Risk Identification Form (SRIF). The SRIF is a tool to identify and assess potential safeguard risks of proposed projects and their levels of significance, and to address them by avoiding, mitigating, or minimizing them in a structured, consultative, and planned manner. The SRIF is a mandatory step in the project design phases of all projects. For moderate or high-risk projects, consultation with the Safeguards Advisor early in the process of full project development is necessary as they may need to accompany risk mitigation plans by the time of the PRC. Related resource materials can be found on the Environmental and Social Safeguards page of WeCollaborate a nd elsewhere in the PPMM.

Gender Mainstreaming

Gender mainstreaming is a fundamental principle of UNEP's work. UNEP's Policy and Strategy for Gender Equality and the Environment guides the organization's work in ensuring that gender analysis is incorporated more systematically into environmental programming, that the insight, knowledge and expertise of women as well as men informs environmental decision-making, and that women and men participate directly in setting the environmental agenda on an equal basis.

Each project's gender-responsive approach should be explained and rated using the gender marker self-assessment and each project should include specific, budgeted gender activities in the workplan, with gender considerations included in the logframe with established outputs, indicators, baseline(s) and targets.

Gender mainstreaming in project development

It's important to capture and utilize the dimensions of an in-depth gender analysis in concept development and project design to empower women as well as men and work towards achieving gender equitable outcomes.

Project development should consider	Questions to assess the gender (gaps) context:
1. Equal/appropriate participation or representation of women and men – in decision-making as well as project implementation activities. 2. Women's and men's different needs based on their concerns, experiences and constraints. 3. Whether proposed activities/approaches will lead to gender-responsive results (and not unintendedly reinforce gender inequity). 4. Collection of sex-disaggregated data.	a. Who does what? When? Where? b. Who has what or has access to what? c. Who decides and how? d. Who gains? Who might lose (even if unintended)? These questions remain valid throughout the implementation of activities as well as during mid-term and terminal evaluation and review, to understand whether the interventions lead to the desired outcomes in a gender equitable way.

At project design Project Managers must ensure to include explicit gender indicators / baseline and milestone targets / outputs in the logframe, to embed gender as part of ongoing monitoring. Additionally, to ensure gender is properly mainstreamed the project budget should have sufficient financial and human resources dedicated to the corresponding activities, and measurement of gender indicators.

Gender Mainstreaming Standards – UNEP's Gender Marker

UNEP's Gender Marker is a measure of how well gender is integrated into a new project document. The Gender Marker is a requirement of the UNEP's Policy & Strategy on Gender Equality and the Environment, the UN System-wide Action Plan on Gender Equality and Women's Empowerment, the ECOSOC resolution E/RES/2016/2 and is mentioned as an important tool in foreign policy of major donors. Funding agencies such as the GCF and GEF all have strict requirements integrating gender in interventions.

UNEP GENDER MARKER		
Code	**Meaning**	**Criteria**
0	Gender-Blind	Gender relevance is evident but not at all reflected in the concept note or Project Document.
1	Gender partially mainstreamed	Gender is reflected in the context, implementation, logframe OR the budget.
2a	Gender well mainstreamed	Gender is reflected in the context, implementation, logframe AND the budget.
2b	Targeted action on gender	The principal purpose of the project is to advance gender equality.

All UNEP projects must mainstream gender in the areas of context through a gender analysis, implementation (clear gender sensitive/responsive activities and strategies), results (sex disaggregated targets as well as gender sensitive/responsive results and indicators) and budget (e.g., for hiring gender expertise as well as for ensuring gender related results can be achieved – this should be clearly identifiable in the budget). This means each project should attain a Gender marker of 2a or 2b. For projects coded 0 or 1, guidance is provided in UNEP's Gender Marker tool for attaining a code 2a. A project coded 0, and 1 must be enhanced to 2a through consultation with the Gender and Safeguards Unit and accepting their recommendations before it is approved.

Guidance

Information and support to undertake gender analysis and mainstream gender in UNEP work includes the following:

- Gender and Environment: Support Kit for UNEP Staff
- Guidance to Advance Gender Equality in GEF Projects and Programs
- Mainstreaming gender in GCF projects
- Gender assessment and action plan - Annex 8 to GCF Funding Proposals

Further support and information can be accessed via the UNEP Gender and Safeguards Unit.

Sustainability

In support of the SDGs, UNEP Project Managers must consider the long-term sustainability of their project(s)'s interventions and changes they aim to bring about. Each project should have a sustainability strategy for the longer-term maintenance of project outcome(s) and benefits, including consideration for socio-political, institutional, and financial factors. Each project's approach to sustainability will be assessed at the project design stage by the Project Review Committee (PRC).

The criteria for assessment are described in UNEP's quality of project design assessment matrix, and include the following elements:

Institutional and Technical Sustainability

Activities, products and services should be planned to ensure the development of the institutional and technical capacity of partners to create and sustain project results and achievements in the long-term. In practical terms this should include:

- Selecting the most appropriate intervention logic, stakeholders, and partners based on the project's aims and context.
- Assessing and developing the institutional, technical, and human capacities needed to sustain project benefits.
- Provision of the skills, knowledge transfer, capacity-building and institutional set-up necessary to sustain outcomes in the long term.
- Engagement with UN Country Teams and key stakeholders, and promotion of ownership of project interventions and outcomes by national and regional partners.
- The project's catalytic potential should be described in the project design, including how to promote upscaling and/or replication of project approaches and best practices.
- The potential for project methods, tools, and knowledge to be used by other countries or regions (including through South-South and Triangular Cooperation) should be considered and articulated in the ProDoc.

Financial Sustainability

Resource mobilization strategies need to be planned with the aim of assuring the financial sustainability of the project during implementation and the long-term sustainability outcomes and outputs after project completion. This should include mapping a project's exit strategy and post-project financing mechanisms and agreeing with partners the process for the phased withdrawal of UNEP technical inputs and funding.

Environmental Sustainability

As described earlier in this chapter, UNEP's ESSF aims to strengthen the sustainability and accountability of UNEP programmes and projects, through respect for human rights and by protecting people and the environment from potential adverse effects of project interventions. Further information can be found in Chapter 5 - Risk Management.

Replicating' and/or 'scaling up' is sometimes used as a cost-effective way to achieve and sustain long-term results. UNEP projects may test new environmental tools or methodologies and if successful, these new tools and methodologies may be carried forward, expanded upon, and replicated by the project's partners. During the planning phase it is important to identify appropriate partners, where relevant, who would help maximize such replication and 'scaling up' and ensure their involvement in the project design and implementation process with a focus on sustainability. This can promote a sense of ownership in the project as well as a commitment to the scaling up and replication of the new tools and technologies.

Communication

During the initial stages of the project cycle a project's communication strategy should be developed. This should be described in the Project Document (ProDoc) and the resources required to deliver communication activities allocated in the project budget. The strategy should cover all elements of a project's communication work, including awareness raising, planned publications, advocacy, social mobilization, social media and digital work, and behaviour change activities planned for the project. Engagement with UNEP's Communication Division is a mandatory requirement during project design to benefit from the division's knowledge and expertise and ensure that the project communication strategy is relevant, aligned with UNEP communication policies and procedures, and feasible. In support of an RBM approach to communication, all publications planned during the project should be identified as Outputs in the project's results framework. All publications planned for a project must go through UNEP's publications review and approval process.

During implementation the project's communication strategy should be followed, planned external communication activities delivered, and progress monitored. Efficient and proactive communication of project progress, activities and results can lead to increased stakeholder buy-in and mobilization and strengthen project delivery. A Results Based Management (RBM) approach to communication promotes that project results, good practices, lessons learned, and recommendations should also be shared internally for institutional learning.

Further information regarding communications, including in the areas of UNEP website changes, social media and media engagement and visual identity can be found on the communications page of WeCollaborate.

Programme and Project Management Systems

Between 2010 and 2021 UNEP used its Programme Information Management Information System (PIMS[3]) as a programme and project management tool, to support the functional needs of the entire Programme of Work (PoW) cycle. Projects were registered, their lifecycle managed and monitored and reported through PIMS. This was a tool developed specifically for UNEP.

Integrated Project Management and Reporting (IPMR)

Beginning in 2021 UNEP started a transition to a new updated programme and project management tool called IPMR. IPMR is a module in the UN's UMOJA Extension 2. For the delivery of the MTS 2022-2025 and the PoW 2022-2023, all new projects will be created, and managed, using IPMR, and active projects in PIMS are being migrated to IPMR during 2023.

IPMR is a holistic, end-to-end solution spanning multiple UMOJA modules and is used to manage the lifecycle of UN programmes and projects from beginning to end, across multiple funding sources. The implementation of IPMR directly supports the UN's management reform, which promised transparency and accountability in management of resources, programmes, and projects across the Secretariat. IPMR empowers all staff to proactively plan resource requirements, monitor and manage project implementation by tracking risks and delivering results while also holding managers accountable for better management of the resources of the Organization. IPMR enables a clear linkage between resources and results through logical frameworks at project and programme levels and aims to support both day-to-day project management and high-level communication of results to Member States and stakeholders.

IPMR Functions

IPMR currently consists of two modules which have the following uses during the project cycle, in support of results-based management:

IPMR MODULE	FUNCTIONS AND USES
Strategy Management Application (SMA)	• **Planning application** – Once a project is approved by the PRC, SMA is used to create a project in IPMR. It is where the project plan and structure are defined. It includes general details about the project, the project objective, and outcome and outputs of the project logframe, indicators, risks, and work breakdown structure elements (WBSEs), tagging for SDGs, geography, and gender.

[3] Details can be accessed via https://projects.unep.org/home/?view=about_pims

IPMR MODULE	FUNCTIONS AND USES
Strategy Management Application (SMA)	• **Monitoring** –SMA is being used for project performance monitoring and is where the information on the status of the project's indicators and risks are recorded on a regular basis. • **Strategy & Project Approval** – this application is used by an approver to approve a submitted project.
Business Planning and Consolidation (BPC)	After setting up the logframe using SMA, the Business Planning and Consolidation tool (BPC) is then used to • Plan and approve the budget • Allocate funding • Monitor funding gaps • Understand with who (review-level) the project plan is pending • Plan in detail the budget for project staffing
IPMR modules are accessed via UMOJA, using a staff member's unite login at: https://login.Umoja.un.org	

Monitoring and reporting in IPMR

For the time being PIMS will continue to be used as UNEP's internal project monitoring and reporting tool while the IPMR reporting module (UMOJA dashboard) is developed. Further guidance will be provided in due course and once this reporting module is complete after which all project monitoring and reporting will take place in IPMR. When monitoring in IPMR is launched the Monitoring application in the SMA module will be used to monitor and capture data on project performance. It will serve as a continuous assessment tool that aims at providing managers the ability to proactively track and measure the indicators and risks of their project plan to determine if the project is being implemented according to plan. Project Managers will use substantive and financial reports from their partners to enter monitoring and reporting data into SMA. Project/Task Managers should also monitor the risks identified in the logframe, and record what mitigatory action they have taken. It will be possible to set both the frequency of monitoring for reporting to internal and external audiences (e.g., quarterly, semiannually or at the very least, annually), and to specify the result (logframe) levels, which reports should cover e.g., an entity may specify that output level reporting is mandatory at certain points in the year, while outcome level reporting and reporting against the project objective can be done less frequently. Currently UNEP's project reporting frequency is twice a year.

UMOJA Grantor Module

IPMR in UMOJA is complemented by the UMOJA Grantor Module. This module enables staff to record, track and analyze the entire business life cycle of the relationship UNEP has with its Grantees, Implementing Partners, and End Beneficiaries. It has the following key functions:

GRANTOR MODULE - FUNCTIONS AND USES

- Managing provision of funding to Implementing Partners.
- Programme Assistants create applications in the Grantor Management Module (also called Implementing Partner Module) of IPMR.
- Project Manager and FMO manage appropriate approval workflows depending on entity type and agreement size. Once approved these appli cations become ' agreements' in IPMR.
- All financial commitment, disbursement, monitoring, expenditure recording related to IPs is carried out within this 'agreement' object in this module of IPMR.

Further information about the Grantor Module, including reference material and training can be found here.

IPMR Guidance

For further information about IPMR contact UNEP's Strategic Planning Unit (SPU). To support the transition to IPMR, UNEP Deployment team has made guidance training modules and information available. It is recommended that all staff engaged in programme and project design, implementation and reporting make use of these resources and complete necessary training. This information is regularly updated with new modules and courses and can be accessed via UMOJA eLearning:

COURSE TITLE	ACCESS
Introduction to Integrated Planning, Management and Reporting (IPMR)	https://ilearn.Umoja.un.org/
Creation and Revision – Planning in IPMR (SMA)	
Creation and Revision of the Staffing Table using IPMR (BPC)	

COURSE TITLE	ACCESS
Budget Planning in IPMR (BPC)	https://ilearn.Umoja.un.org/
Funding Plan and Funding Gap in IPMR (BPC)	
Monitoring Performance Using IPMR (SMA)	

In UNEP, IPMR is managed by the Corporate Services Division (CSD). Further information can be found here.

Project Review and Approval

In UNEP, projects both at concept stage and at project design stage are reviewed by internal committees. This allows project staff to gain expert feedback and strengthen their project concepts and designs. The committees involved in review processes are the Concept Approval Group (CAG) and the PRC. These committees review 'quality at entry' to ensure that project concepts are aligned to UNEP's MTS and Programme of Work (POW), and that project planning, partnership planning and resource mobilization are in tune. To support delivery of the MTS 2022-2025 and associated Programmes of Work (PoW), UNEP has strengthened the review process at both concept and project levels:

Concept Approval Group (CAG)

The purpose of theCAG is to provide a senior-level review, to ensure that concepts have sufficient strategic merit and strategic alignment with the MTS and PoW at this early design stage. The process provides institutional clearance to fundraise for concepts and/or spend for Project Preparation Proposal / Project Preparation Grants to further develop project documentation. Project concept reviews are mandatory, and all project concepts must be approved by the CAG before full project design can take place. The CAG reviews all concepts irrespective of envisaged funding source(s) (including GEF, GCF, PCPs, etc.), partner(s), implementation modality, or whether the concept is a follow-on from a previous project (e.g., Phase II, Phase III, etc.).

CAG Process

1

Project concepts are submitted to CAG-PRC Secretariat by the Lead/Division Director after clearance by the SPC and Head of Branch or others when relevant e.g., by a Portfolio Manager (i.e.: vertical funds such as GEF/GCF).

2

Division Directors shall submit concepts to the CAG-PRC Secretariat (UNEP-CAG-PRC-Secretariat@un.org) no later than at close of business on the 15th of each month for the CAG meeting of the following month.

3

The CAG-PRC Secretariat shall consolidate all submissions of the month and submit them to the CAG members on the 1st of the month, giving two weeks' time for CAG members to review documentation

4

CAG-PRC secretariat organizes the CAG meeting for concepts submitted. In advance of each CAG meeting, the CAG-PRC Secretariat shall compile a summary report of all submissions. The summary report will show how concepts are mapped cumulatively against the PoW Sub-Programmes and the direct outcomes in the Theory of Change (ToC) for each of the strategic objectives and Programmes.

5

With support of the CAG-PRC Secretariat, the CAG Chair will issue a report indicating which concepts are fully approved or not approved. The CAG may make recommendations.

6

Concepts that are not approved by the CAG shall be returned to the relevant Division for further development or abandonment.

7

Project concepts submitted along with an associated Programme Coordination Project (PCP) will be considered at the same time as the PCP.

8

The CAG consists of UNEP's SMT members (i.e., both Regional and Divisional Directors) and is chaired by the Deputy Executive Director (DED).

Project Review Committee (PRC)

The PRC is mandated to review and assess the quality of projects and provide relevant input and advice to strengthen the design of a project, with specific focus on the project's logic and approach to achieving results. A project must have passed CAG review before submission to the PRC. The PRC must review and assess the quality of projects before the formal approval of a Project Document (ProDoc), and prior to submission to a donor. The PRC Secretariat (Email: unep-prc@un.org), coordinated from the Policy and Programme Division, facilitates the project review process and new Project Document quality assessment. Only projects that are PRC-approved are considered UNEP projects.

PRC and the tiered risk assessment approach

UNEP aims to strengthen the PRC oversight processes, by adding the project risk assessment approach to project reviews. Early risk identification is beneficial to project development because it can guide project design, provide the opportunity to embed learning from previous projects, and help to avoid and mitigate any risks identified. Projects may be assigned a risk tier (high, medium, or low) based on the criteria in the table below, and those projects that are more complex, and by extension potentially higher risk, will be subject to more rigorous design review, oversight, and support actions. The risk level assigned to the project may also define the seniority of staff member to chair the PRC and the level of management oversight. All projects involve risks, but early identification allows UNEP to understand and manage these risks while striving to achieve the ambition and results described in the MTS and PoW. This section's approach to project risk assessment will be further updated in Q1/Q2 2023.

PRC process

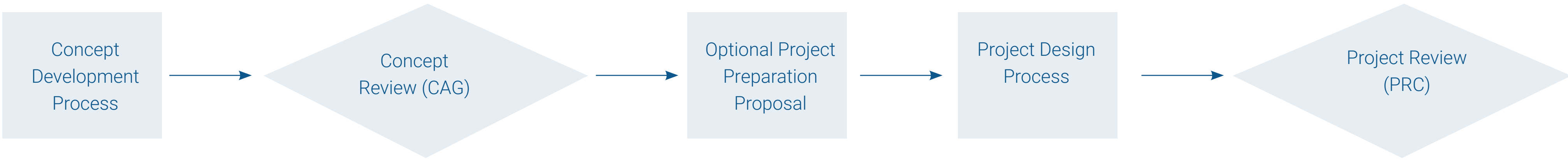
1. Project Documents (ProDoc) are submitted to PRC Secretariat (unep-prc@un.org) by the Lead/Division Director after clearance by Sub-Programme Coordinator and Head of Branch or other relevant staff such as GEF/GCF Portfolio Manager.

2. PRC Secretariat will use risk tables for risk assessment and will organize PRCs accordingly with the Chair of the PRC.

3. In some cases, the Project Review Committee recommends that project personnel carry out an Environmental and Social Impact Assessment (ESIA) and prepare an Environmental and Social Management Plan (ESMP); this may delay the project approval. The Division or Region submitting the project is advised to consult the Safeguards Advisor/Unit in the Strategy and Policy Division as early as possible and well before triggering the Project Review Committee.

Programme Coordination Projects (PCPs), the projects that are established to coordinate and manage UNEP's programmes, are created in the same way as normal projects, and follow the same review and approval processes described above.

Concept Development and Project Design



This section describes suggested workflows to follow for the development of project concepts, project preparation proposals and design of projects. These workflows are designed to be practical guides for Project Managers and staff in project teams to understand the steps required to bring a project idea to approval for implementation, and to understand the internal and external stakeholders involved.

Project Concept Development Workflow

The development, review, and approval of all project concepts should take place via the following steps:

STAGE	ROLE	RESPONSIBILITY
Development of the Project Concept		
STEP 1	**Regional Sub-programme Coordinator, Regional Directors, and Programme Directors**	Development of new project concepts is informed by the MTS, PoW, and Programme Ideas which set Divisions strategic priorities as well as by input and recommendations from Regional Sub-programme Coordinators and Regional Directors about regional and national priorities including country cooperation frameworks where relevant.
STEP 2	**Project Concept Developer**	Identify alignment of project idea with UNEP Programme of Work (PoW) and Programmatic Approach and undertake preliminary consultations as follows: • Internal - Consultations with the Regional Offices are necessary to determine where the project could have the most impact, identify available partners at the regional and country level and confirm its alignment with regional priorities. Liaising with staff members,

STAGE	ROLE	RESPONSIBILITY
STEP 2	**Project Concept Developer**	especially Sub-Programme Coordinators - that have been involved in the same area of work or region and reviewing similar projects/evaluation reports can provide additional insight. • External - Consultations with stakeholders, such as national and local authorities, potential implementing partners, the private sector, major interest groups, the UN Country Team and/or other UN agencies present in the field, ensure a proper understanding of the socio-economic and political environment.
STEP 3A	**Project Concept Developer**	Prepares the project concept using the UNEP Project Concept Template (see sub-process below for detailed description of the process)
Review and approval process begins		
STEP 4	**Global Sub-programme Coordinator**	Reviews the project concept to confirm alignment with the PoW and Sub-programme. If cleared by the Sub-Programme Coordinator, the concept moves to step 5, if not the concept returns to step 2.
STEP 5	**Division Director**	Division Directors shall submit concepts to the CAG-PRC Secretariat (UNEP-CAG-PRC-Secretariat@un.org) no later than at close of business on the 15th of each month for the CAG meeting of the following month.
STEP 7	**PRC Secretariat (PCAU, PPD)**	In advance of each CAG meeting, the CAG-PRC Secretariat shall compile a summary report of all submissions. The summary report will show how concepts are mapped cumulatively against the PoW Sub-Programmes and the direct outcomes in the Theory of Change (ToC) for each of the strategic objectives and Programmes, showing concrete planned delivery towards the PoW indicators. The summary report will include an overview table of concept assessments and recommendations to support the deliberations and decisions of the CAG.

STAGE	ROLE	RESPONSIBILITY
STEP 8	**Concept Approval Group (CAG)**	The CAG is chaired by the Deputy Executive Director (DED). The head of the CAG-PRC is the Director: The Policy and Programme Division. A CAG quorum shall consist of three Technical Directors and three non-Technical Directors (latter includes PPD and CSD). With support of the CAG-PRC Secretariat, the CAG Chair will issue a report indicating which concepts are fully approved or not approved. The CAG may make recommendations. Concepts that are not approved by the CAG shall be returned to the relevant Division for further development or abandonment. All concepts that are not approved, including those within PCPs, may be re-submitted separately to CAG-PRC Secretariat as an update to a programme, not a stand-alone outside of any of the approved programmes. The CAG may recommend that approved concepts undergo Quality Enhancement Review (QER), which will be facilitated by PPD. Project teams may also voluntarily request this support. All concepts approved by the CAG with comments for QER will require this critical step prior to tabling at a PRC. This is mandatory for projects that require this step to satisfy donor compliance standards (e.g.: Global Environment Facility, GEF).
STEP 9	**Project Concept Developer**	Address comments and recommendations made in the CAG report and submit to Supervisor/Head of Branch/Unit.
STEP 10	**Head of Branch/Unit**	Review concept to ensure that recommendations from the CAG are addressed and make sure these are included during further development of the project, and in the project document (ProDoc).

Concept Approval Form Completion

This form is intended to gauge the strategic merit at quality of entry stage, via the Concept Approval Group. A summary of the information required to complete the form, and sources of additional guidance are described in the table below:

COMPLETION OF THE UNEP CONCEPT TEMPLATE	
Summary of content required	**Additional guidance sources**
• Project identifiers (title, accountable Division Director, Project Manager). • Region and countries targeted. • Primary sub-programme and sub-programme indicator(s) targeted. • Secondary sub-programme and sub-programme indicator(s) targeted. • PoW Outcomes and PoW indicator(s) targeted. • Information about the Divisions and Regional Offices consulted during concept development. • List of confirmed and anticipated sources of funding	MTS 2022-2025 PoW 2022-2023 UNEP's Delivery Model
Narrative information including: • The problems or challenges the project seeks to address in the context of the MTS and the country or regional context (incl. UNSDCF level, as relevant). • An explanation of the proposed approach, intervention, and envisaged project timeframe, describing how the approach and intervention will deliver the PoW outcomes in a cross-cutting manner. • An outline of the impact potential and envisaged transformational change, highlight direct and/or indirect linkages to other UNEP projects.	Guidance on how to develop a problem tree analysis, and Theory of Change, can be found in the UNEP RBM training course. Guidance on conducting a gender analysis can be provided by the UNEP Gender and Safeguards Unit.

Quality Enhancement Review (QER)

The CAG may recommend concepts undergo a QER step. The QER is to enhance the quality of projects designed to deliver the priorities outlined in UNEP's MTS and PoW and to ensure that UNEP's donor applications meet specific donor requirements and quality standards. All concepts that have been CAG approved but with qualification for concept elaboration to satisfy donor requirements, require QER prior to PRC. Project teams may also request post-concept approval QER support themselves.

The QER is facilitated by the PRC-Secretariat (PCAU) and will bring together Sub-Programme Coordinators and other collective expertise from across UNEP to strengthen quality of project concepts. QER composition will vary from case to case but will include relevant peers and experts from Regional Offices and Divisions, and responsible donor units (GEF, GCF, IKI, Adaptation Fund, etc.), and engagement by staff from the PCAU and the Funding Coordination Unit. For further information about UNEP's QER process please contact the UNEP-CAG-PRC-Secretariat@un.org

Project Preparation Proposal Workflow

A Project Preparation Proposal is an optional complementary tool designed to bring more flexibility to the Project Cycle. A Project Preparation Proposal (PPP) template is prepared when funds are available to implement preliminary project activities required for full project design such as:

- Stakeholder consultation and/or site visit(s)
- Development of baselines and/or gathering baseline data
- Environmental assessments and development of management plans
- Project design meetings with stakeholders and/or partners

In general, a PPP should have secured funds for all activities under the PPP and no more than 10% of the total project secured budget is allotted for project proposal preparation.

Development of a UNEP Project Preparation Proposal is guided by the UNEP Project Preparation Proposal template. A Project Preparation Proposal (PPP) is approved by the Director of the Division managing the project, following consultation with the Programme Coherence and Assurance Unit (PCAU) and the Fund Management Officer of the Division or Regional Office. The workflow for approval of a PPP is shown below.

STEP	RESPONSIBILITY	ACTION
STEP 1	Project Manager / Developer	Prepare the Project Preparation Proposal (PPP) using the UNEP PPP Template.

STEP	RESPONSIBILITY	ACTION
STEP 2	**Funds Management Officer**	Review budgetary information for accuracy and provide necessary feedback to the Project Manager/Developer.
STEP 3	**Global Sub-programme Coordinator**	Reviews PPP alignment to sub-programme, PoW, and SDGs, and relevant indicators, and quality of design. Either provides feedback to the Project Manager and the PPP moves back to step 1, or PPP sent to PM's Supervisor/Head of Branch/Unit.
STEP 4	**PM's Supervisor/Head of Branch/Unit**	Assess quality of design of PPP and alignment to Branch/Unit ToC. Either provides feedback to PM, and PPP moves back to Step 1, or recommends for review by PRC Secretariat.
STEP 5A	**PRC Secretariat (PCAU, PPD)**	Undertakes PPP review including Logframe If updates are required, PPP returns to Project Manager/Developer for update and then to step 4. PRC approval follows UNEP's Delegation of Authority for Projects and Programme Management. If PPP proposal is above $500k, a PRC is set-up to clear the PPP and PPP moves to step 5b. If PPP proposal is below $500k, PRC provides input and moves to step 6 for Divisional approval.
STEP 5B	**Project Review Committee (PRC)**	Undertake review of the PPP and provides recommendations in PRC report. Issue PRC report to the Divisional Director, Project Manager/Developer and PM's Supervisor/Head of Branch/Unit.
STEP 5C	**Project Manager / Developer**	Address comments and recommendations made in the PRC report and submit to Supervisor/Head of Branch/Unit
STEP 5D	**PM's Supervisor/Head of Branch/Unit**	Review PPP to ensure that recommendations from the PRC are addressed and submit to Division Director
STEP 5E	**Division Director**	Signs off for feasibility and relevance and submits to PRC Secretariat.

STEP	RESPONSIBILITY	ACTION
STEP 5F	PRC Secretariat (PCAU section, PPD)	Review and clear the PPP including Logframe, and submit to Regional/Divisional Director for approval – step 6
STEP 6	Division Director	Review PPP and either approve, in which case the PPP moves to step 7, or provide feedback to PM's Supervisor/Head of Branch/Unit
STEP 7	Funds Management Officer	Opens UMOJA account and WBESC 1 and 2
STEP 8	Project Manager	PPP begins implementation preparations and reporting in IPMR. It is recommended for PPP implementation periods to not exceed 18 months, and ideally be completed within 12 months.

Project Design Workflow

Once concepts are approved by the CAG, Divisions have the green light to proceed to full Project Document (ProDoc) development in accordance with the QER and PRC process. Design, review, and approval of takes place via the following steps:

STEP	RESPONSIBILITY	ACTION
Project Document (ProDoc) development and supporting documentation		
STEP 1	Project Manager/Developer, Regional Sub-programme Coordinators, Regional Directors, and Division Directors.	**Consultation:** Development of new Project Documents is informed by the approved concept, MTS, PoW and Divisions strategic priorities, as well as by input and recommendations from Regional Sub-programme Coordinators and Regional Directors about regional and national priorities, including country cooperation frameworks were relevant. Regional and divisional staff work together on an iterative basis to complete the Project Document.
STEP 2	Project Manager/Developer and Safeguards Advisor	**Safeguard Risk Identification Form (SRIF)**: The Safeguard Risk Identification Form is a tool that facilitates identification of safeguard risks that might arise due to the proposed intervention. Further information about the SRIF can be found on the Environmental and Social Safeguards page on WeCollaborate and in this short video on How to prepare the Safeguard Risk Identification Form,

STEP	RESPONSIBILITY	ACTION
STEP 3	Project Manager/Developer	**Identification of partners:** Potential implementing partners and key relevant stakeholders are identified and screened based on the type of partner and partnership. The guidelines for the process of partnership determination and approval are available in Chapter 7 - Partnerships.
STEP 4	Project Manager/Developer	**Development of the Project Document**: The main deliverable of this workflow is the Project Document (ProDoc), which is the key reference document for project cycle management. The process for completing the ProDoc is described below in step 4 sub-process: completion of the ProDoc.
STEP 5	Project Manager/Developer and Safeguards Advisor	**Environmental and Social Sustainability Disclosure:** At this stage, the project developer is advised to consult the Safeguards Advisor for the safeguard risk screening and follow up action (especially for high and moderate risk projects) and disclosure to the public. Moderate risk projects typically require targeted environmental and social analysis and application of recognized good international practice; in certain circumstances comprehensive forms of assessment may be required, along with an Environmental and Social Management Plan (ESMP). If the project is in the high-risk category, Environmental and Social Impact Assessment (ESIA) must be carried out, which includes an Environmental and Social Management Plan (ESMP), with help of relevant technical expert(s). ESMPs may include or be accompanied by other safeguard-specific management plans (e.g., Indigenous Peoples Plan, Resettlement Action Plan, other). The Safeguards Advisor can assist in identifying suitable safeguard experts. Details on the risk categorization and follow up process are available in the Environmental and Social Sustainability Framework. The SRIF and any required social and environmental assessments and management plans are disclosed at least 30 days for moderate risk projects and 120 days for high-risk projects prior to project approval to allow communities the opportunity to review and comment on these documents before finalization of the project documents. Comments and suggestions received are responded to or incorporated in relevant project approach and risk management plans. Projects (especially moderate or high-risk projects) should establish or specify a grievance redress process or mechanism and communicate to stakeholders how they can convey concerns and/or complaints.

STEP	RESPONSIBILITY	ACTION
STEP 6	**Project Manager/Developer**	**Quality assessment and peer review:** Quality assessment of the Project Document before submitting for review and approval is encouraged. The Quality of Project Design Matrix can be used as a tool for improving project design. Peer review before a project is submitted for the approval process is considered good practice and strongly recommended. The Project Document should be peer reviewed by UNEP colleagues who have the technical expertise to improve the quality of the project document. The peer review process, if done, should be mentioned in the Project Document's annex on Project Design Process.
Review and approval process		
STEP 7	**Fund Management Officer**	Review budgetary information for accuracy and provide necessary feedback to the Project Manager/Developer. Responsible for clearance of project results-based budget for accuracy of all figures, accuracy yearly budget; correctness of donor information and Project Support Costs rates and budget sign-off **Note:** at least 25% of the total budget, or US$200,000 (whichever is larger), must be secured before submitting the ProDoc for review of the Project Review Committee (PRC).
STEP 8	**Supervisor of the Project Manager/Developer**	Review the ProDoc to ensure UNEP quality standards and to ensure correct budget details. UNEP's Matrix for Quality of Project Design summarizes the relevant quality standards. Ensures relevant linkages to UN Country Frameworks is referenced, when applicable.
STEP 9	**Global Sub-programme Coordinator**	Project Manager/Developer discusses the proposed intervention with the relevant Global Sub-programme Coordinator(s), who review it with the aim of assuring: • Relevance to the PoW Outcomes, Direct Outcomes and indicators targeted in the UNEP Medium-Term Strategy (MTS) and Programme of Work (PoW) • Coordination and synergies with other projects across the organization

STEP	RESPONSIBILITY	ACTION
STEP 10		The Project Manager/Developer discusses the proposed intervention with his/her Head of Branch or Unit, who reviews it with the aim of assuring: • Overall appropriateness and technical quality • Resources required and their availability, in collaboration with the Fund Management Officer • An effective strategy for mobilizing additional resources, if required • Compliance with safeguard risk screening, including the Safeguard Risk Identification Form (SRIF) preparation, and necessary mitigation actions • Knowledge management to incorporate lessons learned from past and on-going experiences, including recommendations from evaluation and assessment exercises
STEP 10	**Head of Branch/Unit**	If satisfied with the overall quality of the proposed intervention, the Head of Branch clears the project for submission by signing the ProDoc and submits it to the Lead Director and Regional Director. The following documentation must be submitted: • Project Document including all annexes such as the Safeguard Risk Identification Form (SRIF) • Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (ESMP), where required.
STEP 11	**Division/Lead Director**	Reviews the project for feasibility and relevance and submits it to the PRC Secretariat.
STEP 12	**PRC Secretariat (PCAU section, PPD)**	Reviews completeness, assesses risk level category, and convenes Project Review Committee (PRC)
STEP 13	**Project Review Committee (PRC)**	Reviews the full ProDoc and supporting documentation. Projects are reviewed against established criteria and quality standards contained in the Matrix for Assessment of Quality of Project Design, and summarized below. The Project Review Committee (PRC) produces a PRC report and recommendations and issues these to the Divisional Director. PRC approval follows UNEP's Delegation of Authority for Projects and Programme Management.

SUMMARIZED QUALITY OF PROJECT DESIGN MATRIX STANDARDS

1. Completeness

- Covering completion of correct templates and annexes, and use of consistent and clear information.

2. Preparation

- Use of a credible evidence-based problem and situation analysis, including a problem-tree, quantifiable and valid baseline data, gender analysis, and evidence of stakeholder mapping and participation in project design.

3. Strategy

- An intervention strategy informed by problem and stakeholder analysis and represented through an objective tree describing causal pathways and a Theory of Change (ToC). Justification for the chosen strategy and cost-effectiveness.
- Uses of a Results-Based Management (RBM) approach and feasibility of Outcomes and diversity, sufficiency and necessity of activities and Outputs to achieve Outcomes.
- Risk analysis, capture of safeguard impacts in the Safeguards Risk Identification Form (SRIF), and safeguard risk categorization and risk mitigation measures.
- Stakeholder engagement, socio-economic benefits, including links to poverty alleviation.
- The project's gender responsive approach.

4. Results

- A Logical Framework (Logframe) consistent with the ToC and including six-monthly targets. Outcomes and Outputs that correspond to UNEP's RBM standards
- A Results-Based Budget with adequate budget estimations.
- If necessary, a Resource Mobilization Strategy and donor action plan.
- A Workplan aligned to the budget and logframe, that describes the sequence and logic of project activities.

5. Relevance

- The comparative advantage of UNEP, relevance to the Outcomes targeted in the PoW, and relevance to the SDGs, along with relevance to regional/national priorities, contribution to MEA goals (if applicable).
- Description of how the project will engage with the RC(s) and UNCT(s), along with UN Regional Development Co-operation Office, and regional economic commissions.

SUMMARIZED QUALITY OF PROJECT DESIGN MATRIX STANDARDS

6. Implementation and Governance arrangements

- Overall implementation and management structure, governance and oversight arrangements, roles and responsibilities of the project manager and project staff. Identification of partners and stakeholders and their roles and responsibilities in the project.
- Information on partner vetting, due diligence, and capacity building arrangements (as applicable). Information on foreseen legal agreements.

7. Sustainability

- A sustainability strategy for the longer-term maintenance of project outcome(s) and benefits, including consideration for socio-political, institutional, and financial factors and an assessment of the institutional, technical, and human capacities needed to sustain these benefits.
- Description of efforts to ensure full ownership on the part of national and regional partners. Exit strategy and post-project financing mechanisms are explained.
- The project's catalytic potential is described, including how to promote upscaling, and efforts to engage with UN Country Teams and key stakeholders.
- The potential for project methods, tools, and knowledge to be used by other countries or regions (including through South-South and Triangular Cooperation) is articulated.

8. Learning

- Description of how lessons learned/evaluations have informed the design of the project, and use of country or regional knowledge and engagement of divisions and regions.
- Project knowledge management plan, communication strategy, monitoring plan and evaluation/review arrangements including dates, roles, and evidence of engagement with evaluation office.
- Information on how project monitoring and risk monitoring will inform project steering and decision making.

STEP	RESPONSIBILITY	ACTION
STEP 14	**Project Manager/Developer**	Address comments and recommendations made in the PRC report and submit to Supervisor/Head of Branch/Unit
STEP 15	**PM's Supervisor/Head of Branch/Unit**	Review ProDoc to ensure that recommendations from the PRC are addressed and submit to PRC Secretariat.
STEP 16	**PRC Secretariat (PCAU, PPD)**	Review and clear the ToC and Logframe. Issuance of the report to the Division Director
STEP 17	**Divisional Director**	The Director of the Division Office proposing the intervention is the ultimate authority responsible for its approval. Her/his decision, together with recommendations received, are communicated to all parties involved and published in IPMR.
STEP 17	**Project Manager and FMO**	Once the project is approved, all new project structures and WBSE should be created through IPMR including: 1. General information 2. Logframe elements/WBSEs (level 1-4) 3. Tagging (SDGs, gender, disability, and geographical info) 4. Indicators and risks. The project is then handed over to the FMO in the Division to develop the project budget in BPC, and complete Umoja financial structures. Further information on opening Work Breakdown Structure Elements (WBSE) can be found on the Project Structure - Work Breakdown Structure Elements (WBSE) page in WeCollaborate.
STEP 18	**Project Manager**	Convenes project inception.

Project Document (ProDoc) Template Completion

UNEP project design is guided by the UNEP Project Document (ProDoc) template, this section provides information and guidance on how to approach completion of the template. If the project has previously passed through the concept development stage, information from the final version of the Concept Template is transferred to the draft ProDoc. Note that the current ProDoc template (April 2021) may be simplified and digitalized in the future.

COMPLETION OF THE UNEP PRODOC TEMPLATE		
Section	**Summary of content required**	**Additional guidance sources**
Project Summary	Project identifiers (Title, Division, Project Manager). Link to the MTS, PoW and Sub-programme, and SDGs, and relevant performance indicators. Location of project.	MTS 2022-2025 PoW 2022-2023
Project Justification	Problem and situation analysis, and relationships between causes, problems and effects represented in a problem tree-diagram. A gender analysis specific to the project context. A basic map and coordinates (latitude/longitude) identifying sites that are addressed by the project.	Detailed guidance on how to develop a problem tree analysis, and examples, can be found in Module 2 of the UNEP RBM training course. Guidance on conducting a gender analysis can be accessed via the UNEP Gender and Safeguards Unit.
Intervention Strategy and Theory of Change (ToC)	A description of the proposed project approach and justification for why this intervention strategy was chosen. As a central feature of the RBM approach, all UNEP projects must have a project intervention strategy that includes a clear Theory of Change (ToC). The theory of change is a tool for planning that shows in a simple graphic manner or narrative format how a project's products and services will lead to behavioral or institutional change, leading to long-term project impact. It factors in the contextual issues that are likely to influence the proposed intervention.	Detailed step-by-step guidance on how to develop a Theory of Change, and examples, can be found in Module 2 of the UNEP RBM training course

COMPLETION OF THE UNEP PRODOC TEMPLATE

Section	Summary of content required	Additional guidance sources
Stakeholder analysis	Description of the individuals and groups most likely to influence or be affected by the project and explanation of how stakeholders participated in project design and how the project captures their priorities and concerns. Stakeholder engagement and analysis should be conducted for identifying project-specific stakeholders and assessing their interests and influence in the project.	Detailed step-by-step guidance on how to undertake stakeholder analysis and engagement planning, and examples, can be found in Module 2 of the UNEP RBM training course.
Project Management Risks & Environmental and Social Safeguard risks	Potential management risks of the project, along with mitigation or management actions must be identified and documented. A summary of the project's key safeguard risks. For projects in the moderate or high-risk category, a description of the management approach proposed to avoid or minimize the risk, must also be described.	Problem and situation analysis and assumptions in the ToC. Completed Safeguards Risk Identification Form (SRIF).
Results Targeted - Logical Framework (logframe)	The Logical Framework captures a summary of the ToC and helps project personnel develop interlocking concepts in a structured and systematic manner. It is a matrix that summarizes the expected outputs and outcomes of the project. The Logical Framework includes milestones for achievement of the outcomes. It also identifies indicators for the achievement of outcomes and outputs, identifies baselines and requires the setting of targets. The Logical Framework also describes how indicators will be verified.	Detailed step-by-step guidance on how to develop a Logical Framework, can be found in Module 2 of the UNEP RBM training course
Relevance	Relevance to UNEP's PoW, MTS, National, Regional, and Global Priorities including the Sustainable Development Goals.	

COMPLETION OF THE UNEP PRODOC TEMPLATE		
Section	**Summary of content required**	**Additional guidance sources**
Implementation arrangements	• The project management structure including project manager, project team, divisional and regional offices, and project steering committee • Description of how the project is implemented through partners/partnerships, including information on the type and choice of partners, vetting of partners and legal agreements foreseen. • Description of how the project will mobilize resources. • Information regarding the cost-effectiveness of the project, along with summary of costs per year by project outcome and output, including main staffing and operational costs such as monitoring, reporting and evaluation. A full results-based budget is required as an annex. • Description of the project's monitoring plan, including organizational arrangements, responsibilities, and tools for monitoring, and reviewing project implementation. Explanation of how the project will track progress against logframe indicators toward the delivery of project outputs and achievement of outcomes, including roles and responsibilities. • Description of how the project will monitor management risks and social and environmental safeguard risks. • Identification of who will be responsible for reporting on project milestones through Umoja Integrated Performance Monitoring and Reporting (IPMR) tool.	Chapter 7 - Partnerships
Digital Transformation, Communication and Learning	• Digital influence of the project including identification of digital outputs or outcomes. • Project communication strategy and publication strategy (if relevant). To strengthen publication planning at the onset as required by SMT, the ProDoc should explain plans for publications.	Chapter 11 of the PPMM: Communications Chapter 6 of the PPMM: Evaluations

COMPLETION OF THE UNEP PRODOC TEMPLATE		
Section	**Summary of content required**	**Additional guidance sources**
Digital Transformation, Communication and Learning	• Description of how the project utilizes previous learning and data, and other UNEP data platforms and knowledge products in its design or implementation, and information about how learning from the project will be documented and communicated. • • Project evaluation plans, including explanation of how the assessment of project performance will follow UNEP's Evaluation Policy, and for jointly implemented projects description of roles and responsibilities of UNEP and the other entity(ies) regarding evaluation arrangements.	Chapter 11 of the PPMM: Publications Chapter 6 of the PPMM: Evaluations
Project Sustainability	Description of activities that promote the project's sustainability including training, knowledge transfer and capacity-building efforts for project partners as well as a detailed process for the phased withdrawal of UNEP technical inputs and funding.	
Annexes	Annex A: Completed ProDoc Checklist Annex B: Budget /Proof of Secured Funds Annex C: Detailed Workplan Annex D: Safeguard Risk Identification Form (SRIF) Annex E: Design Process Annex F: Draft Donor Agreements Annex G: Gender Marker Self-Assessment Annex H: Data and Digital Transformation Checklist Annex I: Terms of Reference for key project team and contract positions Annex J: Stakeholder Response Mechanism Annex K: Stakeholder Engagement Plan Annex L: Project Beneficiaries Annex M: South-South and Triangular Cooperation Annex N: Relevance to National and Regional UN Common Programming Processes	

Donor specific concept development and design processes

Several of UNEP's key donors have their own specific processes which must be followed for concept development and project design, review and approval. UNEP's internal processes, as described in this manual take precedent over other donor processes and must be followed first. It is important to understand and plan for donor-specific processes where necessary, and to engage the relevant internal donor portfolio/coordination offices and managers in the concept development and project design processes.

European Commission (EC)

Standard Operating Procedures (SOPs) describing concept note and proposal development for applications to European Commission – UNEP framework agreements, and information on relevant templates to use can be on WeCollaborate.

Green Climate Fund (GCF)

Workflows illustrating the steps to be taken when developing concepts and project funding applications to the GCF can be found here. UNEP's GCF coordination office should also be contacted for further information: unep-gcf@un.org.

Global Environment Facility (GEF)

Workflows illustrating the steps to be taken when developing concepts and project funding applications to the GEF can on the Global Environment Facility (GEF) – Project Cycle Management Guidance. Guidance and advice on developing GEF projects is provided by UNEP's GEF Portfolio Mangers and GEF Team.

Chapter 2: Resource Mobilization contains greater information on UNEP's approach to fundraising for projects and identifies the different UNEP staff and teams responsible for managing relationships with donors and providing internal guidance on funding applications.

Implementation, Monitoring, & Reporting

Once a project has passed the CAG and PRC stages it is consider approved and can proceed to implementation. This section provides key information on processes to follow during the implementation, monitoring and reporting phases of UNEP projects.

Project Inception

At the onset of project implementation, all project stakeholders should have the same level of understanding of the project, it's targeted outcomes, flow of planned activities and assigned responsibilities, any resource allocation needed and the timeframe to achieve results. The project inception period is when a common understanding among stakeholders is created., It is the time to establish the optimum operating conditions for the project through the completion of various inception activities and preliminary tasks in the project cycle.

INCEPTION ACTIVITIES

PROJECT INCEPTION MEETING

An inception meeting should be held to bring the project team and implementing partners together to launch the project and ensure a common understanding of the project.

During the inception meeting:

- Project management arrangements are presented and agreed upon, including the project's logical framework, and the detailed first year work-plan is confirmed.
- The budget allocation is agreed based on the available resources and the rules for budget management and revision are explained.
- Project linkages are assessed with ongoing/planned projects.
- Clear roles and responsibilities are agreed upon within a common accountability framework for the Steering Committee, Technical Advisory Committee, project team, and external partners.
- UNEP rules and regulations are explained to external partners.
- Communication lines and methods are agreed upon.
- A monitoring plan is agreed upon, its costs known, and roles agreed.
- Both project and financial reporting requirements are agreed upon with project team members and implementing partners.
- A risk management plan is updated and discussed.
- The workplan for the first year of a project is also discussed and refined in the inception meeting, although its preparation often begins during the project design phase. The inception meeting provides the opportunity to review the workplan in collaboration with the project team members, partners, and the relevant stakeholders and update it as necessary.
- The Project Manager explains the project filing system, in which all project implementation documents will be recorded, including legal agreements with partners and reporting formats and quality standards moving forward this will be via IPMR.

INCEPTION ACTIVITIES	
PROJECT INCEPTION MEETING	Attendance at the inception meeting should include the following: • UNEP representatives such as the Project/Task Manager, and if necessary, other staff such as the Fund Manager Officer, Sub-Programme Manager, or Division or Regional office representatives. • Representatives of all project partners, including implementing and co-operating partners. • Representative of the project donor(s), as and where may be required. • Representatives of all other project stakeholders including Host Country Government representatives, and representatives of NGOs, CSOs, and other national/subregional/regional project stakeholders.
PROJECT STEERING COMMITTEE ESTABLISHED	The Project/Task Manager establishes a project Steering Committee (SC) to provide additional management guidance. A Steering Committee can perform a valuable peer review function. The composition of the Steering Committee will vary depending on the nature of the project. It is recommended that the size be kept small (fewer than 10 members), with an appropriate mix of areas of expertise, authority, and experience. A UNEP Steering Committee includes a representative from UNEP, one representative from each implementing partner, two technical experts, a donor representative, and relevant government representatives. UNEP representation at the Project Steering Committees is mandatory and any proposed change to a project's workplan requires the consent of a UNEP representative. Steering Committees usually meet once or twice a year. If a project involves highly technical aspects, the Project Manager may establish a Technical Advisory Committee (TAC), made up of experts willing to provide technical advisory support to the Project Steering Committee and/or to implementing partner(s) and/or members of the project team on a regular basis. This is particularly useful for quality assurance of projects that focus on science-policy synergies or method and tool development.

INCEPTION ACTIVITIES

SAFEGUARDS ASSESSMENT	If elements of a project's geographical areas and scope have changed or expanded since approval, an Environmental and Social Safeguards screening and assessment must be re-done. UNEP environmental, social, and economic risks are screened using the Safeguards Risk Identification Form (SRIF). Further information can be found in Chapter 5 – Risk Management. UNEP's ESSF Policy, and detailed information about UNEP's eight (8) Safeguard Standards, the Safeguards Risk Identification Form (SRIF), and with other useful information and contact details for the UNEP Safeguard's Advisor can be found on the Environmental and Social Safeguards page of WeCollaborate.

PRELIMINARY TASKS IN THE PROJECT CYCLE

PARTNER FINALIZATION	Legal instruments with implementing partners should be finalized as per the Partnerships Policy and Procedures and the Legal Instruments Guidelines. Implementing and co-operating partnerships require: • Justification of the partner selection, including partner's declaration on exclusion criteria, sexual exploitation, and abuse. • Partner validation documents. • Partnership assessment and risk mitigation plan, where applicable (PPP Procedure 4) partner's declaration on exclusion.	Further guidance can be found in: Chapter 5 – Risk Management, Chapter 7 – Partnerships, Chapter 8 - Legal Agreements.
PLAN AND LAUNCH PROCUREMENT	Good procurement planning is an essential component of good PCM. Early identification of commodities and quantities needed for project implementation, effective and timely solicitation of offers and delivery of goods and services will facilitate successful project implementation.	Further guidance can be found in: Chapter 10 - Procurement

PRELIMINARY TASKS IN THE PROJECT CYCLE		
LAUNCH RECRUITMENT IF NECESSARY	Human resources for project implementation are usually sourced from existing staff in consultation with the relevant Division or Regional Office. It is the responsibility of the Project Manager to propose to his/her supervisor a project governance structure for appointment of project team members. If new human resources are needed, relevant recruitment procedures should be followed.	Further guidance, including recruitment timelines can be found in: Chapter 9 – Human Resources.

Implementation

Under the responsibility of the Project/Task Manager, project implementation includes delivery of activities, proactive responses to the challenges and changes, and regular assessments of performance and achievements. It entails close communication with implementing partners, stakeholders, and relevant public to ensure the validity of the project's business case, manage and monitor safeguard risks, and ensure that the execution of planned activities will achieve required outcomes and outputs. The following principles and approaches guide and support effective project implementation in UNEP:

Communication

Regular communications and updates with team members, implementing partners and key stakeholders are important to ensure all those involved are on the same page in terms of implementation requirements. It is also essential to ensure those involved agree on the status of the progress in the implementation of the project. A regular schedule of steering committee and technical advisory committee meetings provides an important opportunity to ensure those involved are on the same page and different perspectives are considered during the implementation of the project.

Safeguards Management

During project implementation, the Project Manager and the implementing partners should comply with the safeguard-related commitments stated in the SRIF or the ESMP. Understanding dynamic changes in the situation and responding to any unforeseen events is also important: the project should respond flexibly and in a timely manner to such situations and the Safeguard Risk Identification Form (SRIF) and management plans may need to be adjusted accordingly.

Project Managers need to determine if the project is meeting the expectations of the stakeholders and affected communities. Outcomes of consultations and the status of project implementation, including safeguards and management risks, should be disclosed to the public and also on the World Environment Situation Room (WESR) website in a timely and transparent manner. Annual stakeholder consultations and rapid assessment of the situation including project implementation and potential risk factors are recommended.

A comprehensive risk analysis should be undertaken at the project planning stage and should be revisited at project inception. Routine updates of a project risk log are an effective means of demonstrating management attention to this issue. The risk log demonstrates how risk management has been embedded in project management activities. A portion of the overall budget (contingencies) should be set aside to fund specific management responses to the risks and opportunities associated with the project.

During project implementation, the Gender and Social Safeguards Unit maintains an oversight function regarding compliance with safeguard management for high-risk projects. Project Managers maintain regular communication with the stakeholders and the affected public during implementation and reflect any changes to the Safeguard Risk Identification Form (SRIF) and Management Plan in the relevant documents and disclose these to the public.

Project/Task Managers should address compliance and grievance issues in a timely manner through UNEP's Stakeholder Response Mechanism. For more details, see the Risk Management section. The Safeguards Advisor in collaboration with the Head of Branch or Unit of the Division or Regional Office managing the project should keep under review moderate- and high-risk projects to assess the extent of compliance with the safeguard management plans and how potential stakeholder response (compliance/grievance) issues are proactively addressed.

Stakeholder Involvement and Response

During project implementation, Project/Task Managers and their teams should continuously consult with stakeholders. When planned carefully, stakeholder workshops help to significantly support the achievement of the desired outcome; they allow for an exchange of ideas between several groups that may otherwise be isolated. They also increase the likelihood of continued communication and cooperation between different interest groups beyond the project lifetime thereby promoting ownership of stakeholders and sustainability of results. Project/Task Managers work with communication officers for them to play an important role in ensuring that messages are transmitted to a wider audience through adequate channels.

A typical kick-off or inception meeting brings all the stakeholders together (or one representative from each stakeholder group) for one or two days to review the project and to generate ideas and reach consensus on possible problems, benefits, and timelines. A mid-term workshop is held to review the results of a mid-term review or evaluation or the results of the first phase of a project and it provides an opportunity for stakeholders to raise issues and concerns and provide their views and advice. A results' validation workshop is common when the output of a project is a policy paper or a set of recommendations that must be implemented by stakeholders and partners for the result to be achieved. The outcomes of the validation workshop should be formally accepted by participants (agreement expressed in meeting minutes, and signed off by Chair and/or co-Chair).

Project/Task Managers consistently engage with implementing partners during project implementation to ensure any differences in views are addressed. The strategy to minimize disputes is to maintain close communication, respect divergent views and needs, and respond promptly, transparently, and objectively. Working closely with the Regional Offices can facilitate avoidance or resolution of potential complaint and grievance cases. The following are some of the ways to avoid or minimize the safeguard risks and, therefore, reduce the cases for compliance review and grievance redress:

- Liaise with UNEP Regional Offices and the UN Country Team (via Regional Office).
- Liaise with UN agencies that have relevant socio-economic expertise, and that may be UNEP project partners.
- Identify and take into consideration the needs of the stakeholders during project design and throughout implementation.
- Engage stakeholders regularly and consult local stakeholders in identifying, managing, and revisiting the safeguard risks.

In case a conflict arises, UNEP's Stakeholder Response Mechanism provides the approach to responding to compliance and grievance cases related to UNEP project implementation in relation to the Environmental and Social Sustainability Framework.

Monitoring

In UNEP, monitoring is defined as a continuing function that uses the systematic collection of data on project / programme implementation (e.g., completion of activities, rate of expenditure, emergence of risks, milestone delivery, inclusive participation of intended stakeholders, etc.) to provide management with a measure of progress against plans and targets. Reliable monitoring allows project teams to identify trends and patterns, adapt strategies, and make decisions regarding human, financial and material resources to enhance project effectiveness.

Risk Monitoring

The Project/Task Manager should carry out regular monitoring of risks and management challenges and monitor and respond promptly to potential compliance or grievance issues in relation to safeguard risks. The project team, including implementing partners, should manage the ESMP, if one applies to the project. Close and regular communication and engagement with the relevant stakeholders and public can significantly reduce such cases. Stakeholders and concerned members of the public can raise their concerns on UNEP Project Concern form on the UNEP website. The UNEP Environmental and Social Sustainability - Implementation Guidelines provide further information. Guidance on risk assessment and monitoring is described in Chapter 5: Risk Management.

Progress Monitoring

Monitoring progress is a key component of RBM. A project's logical framework, delivery plan, and budget are the references against which progress is tracked and measured. If necessary, adaptive management takes place to better direct or adapt the implementation of the project towards desired results. Project-level monitoring provides the opportunity to:

- Gather data on Outputs and Outcomes, indicators, and milestones.
- Check whether projects, sub-programmes and the PoW are on track to meet organizational targets (substantively and financially).
- Verify implementing partner delivery of agreed activities according to the project workplan.
- Gather data on the implementation of environmental and social safeguards, gender considerations and risks.
- Provide data and performance information for internal reporting (results-based) and external reporting (donors, transparency portals).
- Identify problems or challenges and provide data to inform decision making and project steering, and adaptive management towards desired results.
- Generate knowledge and learning from projects, explore unintended results, and improve interventions by integrating lessons into the design and delivery of current and future work.
- Provide information to facilitate audits and evaluation exercises.

There are several key questions Project/Task Managers should consider when monitoring a project:

Is the project on schedule?	If there are variations to a project's schedule, then decisions are required on whether and how to deal with these variations.
Does implementation progress correspond to financial expenditure?	There should be a close link between technical progress, the delivery of activities and financial expenditure.
Is the project working as well as it could work?	Are the outputs as good as they could be and if not, in what respect could they be better? The aim of this question is to see what could be learned for future work within the project or for future projects. If some outputs are produced early in the life of the project, then the learning from early assessment can be applied to improving later products within the project's lifetime.
Do the outputs work or are they essential and adequate to achieve the planned Outcomes?	The question assesses the effectiveness of the product or service being developed and disseminated, in contributing to longer-term results such as outcomes. It demonstrates a results-based approach to monitoring. Lessons about the success or effectiveness of the products or services developed can be applied to the design or revision of other outputs planned under the project.
Is the project on track to achieve the targeted Outcomes, and is the project progressing as expected according to the Theory of Change (ToC)?	The project should also review whether the project Outcomes are on track. This requires the Project Manager, partners, and stakeholders to periodically review the ToC, logframe and workplan. Have any new 'pathways' that may lead to the desired results emerged? Are the 'impact drivers', risks, and assumptions still valid?

Monitoring plans

The UNEP ProDoc requires a description of a project's monitoring plan, including organizational arrangements, responsibilities, and tools for monitoring, and reviewing project implementation. Monitoring plans are RBM tools that facilitate tracking of progress and gathering information about project implementation. Monitoring plans can come in a variety of forms, including site or partner visit schedules, and Indicator Tracking Tools. Monitoring and reporting become critical when a project has been classified as a high or medium level risk project when submitted to PRC, using the criteria described earlier.

Site and partner visit schedules

Site and partner visits are important project monitoring and supervision tools. They offer the opportunity to gather information on project progress and risk management, build relationships with partners and stakeholders, and provide capacity building, technical support, and advice to implementing partners. As a monitoring tool they provide the opportunity observe project implementation, assess progress made, identify implementation challenges and solutions, and to manage risks.

Project/Task Managers are expected to undertake field site and partner visits. If the project is rated a **high-risk project** (in the context of environmental, social, and economic safeguards, for example) site visit(s) are strongly recommended as a monitoring and management tool to assess the magnitude of the potential risk, impact, and the nature of the foreseen risk.

After each visit, a mission report is prepared. If more than one team member participates in the mission, one report is prepared collectively to explain observations and recommendations in an integrated manner. Mission reports identify necessary follow-up actions with clearly identified responsibilities and time; after a supervisor's approval, mission reports are shared with the key decision makers and uploaded in IPMR. The UNEP mission report template should be used to document field visits.

Remote monitoring

Remote / virtual monitoring provides the opportunity to engage with an implementing partner without engaging in a full site visit. It is a cost-effective method of maintaining a monitoring schedule without the need for in-person visits; it reduces the carbon footprint; and it is best used when a field visit is not possible (e.g. during conflict or during a pandemic)A schedule for regular remote calls between Project/Task Managers and implementing partners should be established during the project inception meeting as part of a project's monitoring plan. Remote monitoring can provide the opportunity to:

- Gather interim performance data in between reporting windows, for example quarterly progress updates, and monitor risks.
- Support IPs to prepare for and complete reports to UNEP, and/or review content of reports and allow the PM/TM to gather further information or request evidence or supporting documents.
- Discuss implementation challenges and work in partnership to identify solutions, for example adapting workplans, planning for site or support visits (e.g., to provide capacity building).
- Maintain a strong working relationship with partner organizations.

Indicator Tracking Tools

A RBM approach to monitoring uses information from the project logframe to measure progress toward expected outcomes, outputs, and milestones, and to determine whether or not targets are being met through the measurement of indicators. Direct measurement of indicators provides one of the strongest forms of evidence of project progress if the data comes from a reputable source and is accurate. It can provide statistically reliable data that can form the basis for measuring impact and change.

Building on the project Logframe, an Indicator Tracking Tool describes a project's indicators and their definitions, data sources and data collection tools and the frequency of data collection. It is a mandatory part of the UNEP ProDoc. It can be used to identify and document who is responsible for indicator measurement, data collection and analysis. It is a tool that can be used during site-visits and in-person monitoring, and as a valuable tool for remote monitoring. A sample structure for an Indicator Tracking Tool is shown below:

Indicator	Indicator definition and unit of measurement	Data collection method and sources	Frequency of data collection	Person(s) responsible	Information use/ audience
This column lists indicators, which can be quantitative (numeric) or qualitative (descriptive observations) and are taken directly from the logframe.	This column defines key terms in the indicator for precise measurement and explains how the indicator will be calculated, i.e., the numerator and denominator of a percent measure. It also should note any disaggregation, i.e., by sex, age, or ethnicity.	This column identifies information sources and data collection methods/tools. It should indicate whether data collection tools (surveys, checklists) exist or need to be developed.	This column identifies the frequency data will be collected, i.e., monthly, quarterly, or annually. It also identifies anything to schedule, such as deadlines to develop tools.	This column identifies people responsible and accountable for indicator measurements. Names and titles should be provided to encourage accountability.	This column identifies the intended audience and use of data, i.e., monitoring, evaluation, or reporting to policy makers or development partners. When necessary, it should state ways the findings will be formatted (i.e., reports or presentations) and disseminated.

Implementation roles and responsibilities

ROLE	RESPONSIBILITY
Project/Task Manager	• Oversee and manages project implementation. Accountable for the day-to-day management of the project within its defined schedule and budget and ensuring focus on delivering towards Outputs and Outcomes. • Establish relevant systems to monitor project performance and gather data and evidence. Lead, coordinate, guide and monitor the work of the team members and implementing partners against the approved project implementation plan. • Identify and deal with implementing challenges - both administrative and technical/substantive, including political judgment – which may arise during project implementation. • Liaise with the responsible supervisor, the project steering committee, the technical committee where necessary and manage the deliverables from project team members and partners to achieve the intended project outcome(s).
FMO	• Alert the Project/Task Manager of financial risks anticipated and provide solutions to overcome the same. • Flag any anomalies or concerns while reviewing reports and works with the Project/Task Manager and partners to iron them out.
Supervisor	• Keep track of project implementation and delivery of results. • Ensure that the risk management process is tracked and regularly re-assessed, and updated risk management responses are reviewed and discussed. • Together with the Project Manager, ensure that Project Steering Committee is appropriately set up (UNEP should always have a representative serving on it) and that recommendations are agreed with UNEP and taken up. • Support the Project Manager in delivering the project, and providing support on critical UNEP interventions as needed.
Safeguards Advisor	• In collaboration with the Head of Branch or Unit of the Division managing the project keeps under review moderate- and high-risk projects to assess the extent of compliance with the safeguard management plans and how potential stakeholder response (compliance/grievance) issues are proactively addressed.

ROLE	RESPONSIBILITY
Head of Branch/Unit	• Provide oversight on project management and implementation support. • Guide the Project Manager on project feasibility and provide timely and adequate feedback to ensure effectiveness and efficiency in project delivery. • Identify and deal with implementation problems on both administrative and technical/substantive issues; resolving conflicts and approving changes beyond tolerance level; setting tolerance levels for the Project Manager on budget, time and output quality and the activities, within which the Project Manager has the management authority to change • Oversee progress through field missions or occasional communications with stakeholders.
GEF/GCF Programme Coordinators & Portfolio Managers	• Supervise the implementation of particular GCF/GEF projects. • Oversee and backstop project implementation at the focal area level and monitor portfolio performance.
Global Sub-programme Coordinator	• Ensure coherence and coordination in monitoring and reporting of projects within the portfolio in a thematic programme and highlight relevant issues to the responsible supervisor and the Division Director. • Assess whether the portfolio as a whole is at risk in terms of delivering the results the organization has planned to achieve in the Medium-Term Strategy (MTS) and Programme of Work (PoW), to which a given project is a part.
Division Director/Regional Director	• Monitor and assess a project's contribution towards delivery and achievement of Outputs and Outcomes in the Medium-Term Strategy (MTS) and Programme of Work (PoW).
Project Steering and Technical Committees	• A regular schedule of steering committee and technical advisory committee meetings provides an important opportunity to ensure those involved in the oversight of a project or programme can discuss implementation progress, review monitoring data and reports and provide advice regarding project direction, and to ensure that different perspectives, are considered during the implementation of the project.

Further information and guidance on monitoring can be found on the Polices, Guidelines and Templates page in WeCollaborate. In 2023 UNEP will launch a revised Monitoring and Reporting policy to guide the organization's approach in these areas.

Reporting

Reports show how UNEP has used resources to achieve results and are a means through which the organization is held accountable to stakeholders and target communities, governments, implementing partners, funding partners, and the general public. Evidence and results-based reporting is an essential element of RBM, and it is becoming increasingly important as UNEP moves towards a results-based focus. Results-based reporting:

- Focuses on results rather than on activities, and describes changes in Behavior, Action/Attitude, Condition, Knowledge, Skills (BACKS).
- Refers to precise criteria for success. Outputs and Outcomes as described in the project logframe, and Outcomes as described in the PoW.

Timely and quality reporting is a crucial step for knowledge management in UNEP and serves as useful information on the project when it is audited or evaluated. It enables the project team to show the quality of implementation, management, and supervision of a project.

Implementing Partner (IP) reporting

Implementing Partners (IPs) should be made aware of UNEP reporting requirements and procedures at the beginning of a project. This can form part of the discussions during partner briefings, inception meetings, and negotiation and conclusion of implementing partner agreements. Implementing partners are always required to report to UNEP on a bi-annual basis although more frequent reporting may be requested by a Project/Task Manager. Financial reporting by IPs is described in chapter 4 of this manual. IP performance and expenditure reports should be uploaded in the Grantor Module of UMOJA.

IP reporting roles and responsibilities:

ROLE	RESPONSIBILITIES
Implementing Partners	Submit progress reports (substantive and financial) to UNEP according to schedule and accountabilities described in the implementing partner agreement.
Project/Task Managers	Review IP progress reports (substantive and financial) carefully and assess their completeness and quality, request any additional or missing information required, and based on information reported, provide adequate and timely advice to the implementing partner for any course-adjustment.

UNEP Internal Performance Reporting

At the time of writing, UNEP project performance reporting is conducted through PIMS every six months. In future, project reporting will be completed through IPMR in UMOJA. Further information will be communicated to staff in due course. Reporting deadlines are 30 June and 31 December of every year. At the Output and Outcome level, the following information is required:

Results achieved	Narrative description of results achieved, including key achievements and information on progress made toward output delivery. Explanation for lack of progress. Maximum 150 words.
Indicator data	Cumulative interim progress toward achieving each indicator target.
Milestone achievement	Progress towards milestones to be attained per the reporting period in question. In case the milestone has not been attained or attained after the original planned date, the reason for none or late attainment should be entered at the remarks section.

In addition, Project/Task Managers were required to upload documentary evidence in PIMS to validate reporting at indicator and milestone levels, for example related reports, third party evidence to substantiate progress made, project reviews and evaluation reports. Internal project performance reporting is expected to migrate to IPMR in 2023. Further information and guidance will be provided to staff at a later date.

Performance monitoring roles and responsibilities

ROLE	RESPONSIBILITIES
Project/Task Managers, Supervisors and FMOs	• Report with supporting evidence on a six-monthly basis in the relevant reporting platform, previously in PIMS, but currently in IPMR,. on progress toward project Outputs and Outcomes and contribution to Programme of Work (PoW) outcomes/direct outcomes. • Maintain up to date records and upload all relevant evidence of project results.

ROLE	RESPONSIBILITIES
Supervisor	• Approve the periodic reporting of the Project/Task Manager on IPMR. • Clear the annual reporting and approve any other report documents.
Regional and Global Sub-Programme Coordinators	• Provide reports to Member States to show whether the portfolio is delivering on results at the portfolio level, to which a given project is a part.
Division Director	• Assesses project contributions towards delivery and achievement of Outputs and Outcomes in the Medium-Term Strategy (MTS) and Programme of Work (PoW).
Policy and Programme Division (PPD)	Uses evidence to validate performance data with Regional and Global Sub-programme Coordinators and if needed, with responsible Directors of Sub-programmes.

Quality Assurance of Reports

To guide UNEP staff in producing project performance reports, the organization has developed a quality assessment matrix for performance reporting. It should be used by Project/Task Managers to guide the development of high-quality reports, and to understand the type of information and detail required. The matrix assesses reports for inclusion of the following types of information and content:

- Highlights, and discussion of key results over time including contribution to outcomes in UNEP's PoW.
- Lessons learnt, related to project design, selection of partners, geographical scope, and whether results meet expectations.
- Analysis of expenditure vs. budgeted costs, and the main reasons for deviations.
- Description of implementation challenges and management actions.
- Description of progress towards outputs and outcomes, including evidence to support reported progress, and milestones.
- Description of delivery of key products and services, and use of evidence to support reporting.

External Reporting to Donors

Donor reporting requirements and accountabilities vary from one donor to another and are described in the legal agreement/contract between UNEP and the donor. Some donors, who provide softly earmarked funding, such as Norway and Sweden receive progress reports via UNEP's annual Programme Performance Reports. Other donors such as the GEF, GCF, EC and IKI are more specific and require use of their own reporting formats, and some donors may not provide a specific format. Project Manager and FMOs are responsible for ensuring they are aware of donor reporting requirements, and establishing monitoring and reporting procedures to meet them.

Roles and Responsibilities

ROLE	RESPONSIBILITIES
Project/Task Managers & FMOs	• Maintain an understanding of donor reporting requirements including type of information required, format to be used, and frequency of reporting. • Establish relevant systems to monitor project performance, and gather data and evidence, including IP reports to complete donor reports. • Prepare donor report.
Supervisor	• Review draft donor reports for completion, accuracy, and quality, provides any necessary feedback to the Project/Task Manager
Gender and Safeguards unit	• For projects rated as moderate or high risk in the SRIF, a request should be made to the Gender and Safeguards unit to review relevant sections of the donor report.
Branch Head/Portfolio Manager	• Reviews for quality control and gathers input/review from other teams or units if necessary.
Division/Regional Director	• Report is shared with the Division/Regional Director for information.

Evaluation

Evaluations and management-led Reviews of a project are an integral part of an RBM approach. Mid-term and terminal assessments enable UNEP to learn from and improve performance and provide substantive accountability. Detailed information and guidance can be found elsewhere in this PPMM.

Adaptive Management

Monitoring progress towards results, using the logframe, work plan, and budget, is one of the key processes during project implementation necessary to understand and track progress towards goals. Evaluations, assessments, and management-led reviews are also crucial for knowledge management and learning from implementation. Risk Monitoring and management is a third process that is key to understanding whether a project is on track to meet its targets, and whether events or conditions might occur, or have occurred that could have an adverse effect on results.

In UNEP's Results-Based Management (RBM) approach, these three elements provide opportunities to learn and to adapt the management of a project or programme and strengthen implementation towards desired results. Adaptive management can enable timely resolution of issues and challenges and management of risks.

Adaptive Management Measures

Adaptive management measures may be identified formally or informally:

- Formal identification may come from the results of an evaluation or review, in the form of recommendations to be implemented during the life cycle of a project or programme, or in the form of audit recommendations that influence the implementation of a programme.
- Informal identification may come from the process of continuous performance and budget monitoring, or importantly from risk management and monitoring, as well as from analysis of challenges encountered in project implementation, leading to the identification of changes that need to be.

Adaptive management measures should be designed to resolve issues, and allow for course correction. At the project-level, measures could include the following:

- Strengthened collaboration with UNEP technical teams or staff, or with project partners, to deliver greater technical knowledge to a project.
- Strengthened collaboration with other project stakeholders, such as Member State Government departments, NGO/CSOs, Private Sector, local communities, and governance structures.
- Capacity building either for UNEP staff or staff of implementing partners or executing agencies, to strengthen knowledge and abilities to implement a project and deliver results.
- Strengthening of human resource capacity through restructuring of project teams, or through the planned and budgeted recruitment of additional staff.
- Improved or increased monitoring and collection of evidence about changes influenced by a project, both expected and unexpected, and course correction. This could involve increased engagement with and monitoring of project partners and delivery of activities.
- Project revision, including:
    - » Financial revision (annual or ad-hoc), within allowed budget parameters, to better align a budget towards project delivery.

- Programmatic revisions, including, changes to project results – Outcomes, Outputs, and activities, change to implementation modalities, for example by addition of new partners. Further information about project revisions can be found below.Changes in projects must be registered through project revisions.

- Project closure. In certain circumstances, the changes required to improve delivery of a project may be significant enough to mean that under UNEP rules, the project should be closed, and a new project started. The design of any new project(s) would expect to be influenced by what was learnt during the implementation of previous projects. Further information can be found below.

At the programme level, adaptive management involves learning from project implementation, through reporting, evaluation, and assessment, and through audits, and using learning to influence the development of new projects targeted towards delivery of outcomes in UNEP's MTS and PoW.

Project contexts or circumstances in which a project is being delivered can change and there may be more efficient and effective ways to achieve project outputs and outcomes. Adaptive management should aim to strengthen the delivery of results. It should not be used to hide poor/inadequate project design and/or project management, or to hide poor project progress or performance.

Project Revisions

Project revisions are financial and/or programmatic changes to project specifications. In UNEP, the following approach applies:

- All projects may undergo a financial revision at the end of each year (as relevant and as may be needed), with the aim of adjusting the project budget to the actual income and expenditures.
- When programmatic changes are required (specified below), a formal review and approval process is applied. If financial changes affect the results framework or the project funding, then the revision must be considered a programmatic revision and programmatic and financial modifications must be developed side by side.

Project Managers are responsible for monitoring project performance, continuously assessing the project's business justification and adapting management to achieve the intended results. In case of modifications affecting the time frame, implementation, results, and budget, as specified in the table below, a project revision is needed. A project can be submitted for revision at any point during its approved lifetime; retroactive revisions are not permissible.

The over-riding principle for all UNEP projects is that they should be completed, and targets achieved, within the planned timeframe and budget. In certain circumstances extensions to project timelines are approved. Although project extensions may at times be unavoidable and necessary for achieving project goals, they inevitably lead to an increase in UNEP's engagement on the project with more time and costs incurred by UNEP staff. All project extensions have hidden costs to both UNEP and partners. Project extensions may also have negative impacts on the project outcomes when senior executing agency staff or UNEP staff change, or where extension results in project funds being transferred from activity budget lines to project management. Project/Task Managers, with support from the FMO, are responsible for monitoring the project throughout its development and implementation and ensuring that, as far as possible a project is delivered within the agreed timeframe and budget, and according to the workplan.

The project should maintain its original business case. If a project requires extensive changes, the Project Manager should cancel the current project and consider, in consultation with their Supervisor whether there is a need to formulate a new one. The table below summarizes the general criteria that govern whether a project revision or a new project is required; however, judgement should be made on a case-by-case basis.

TYPE OF REVISION REQUIRED

Type of change to project	PROJECT REVISION	PROJECT CANCELLATION* AND POSSIBLE NEW PROJECT
Timeframe	A Project Manager/Task must deliver their results in line with the work-plan, and s/he is responsible for monitoring the delivery of a project and anticipating and mitigating problems as they arise to minimize the need for project extensions. Extensions (including timeframe) should be exceptional as they increase UNEP's (and partners') transaction costs and can result in poor performance ratings.	Timeframe is a factor for deciding on new proposal when evaluation or assessment findings suggest that a new proposal is required to address changes in the context, which in turn affect the business case or the desired results.
Business case		Change in the business case as presented in the project Theory of Change.
Contribution to PoW	Changes to contribution to the Programme of Work	Contribution to PoW disappears
Logical Framework	Changes in Outputs, including indicators and targets	Changes that affect achievement of project Outcomes (not just the outcome indicator target)
Location	Changes in selected countries or regions	Change in selected countries or regions that affects the choice of the global or regional partners and implementation arrangements.
Implementation Modalities	Change in implementation modalities that affects: • Managing Division/Regional Office • Division/Regional Office responsible for project outputs	Changes to the main implementing partner.
Budget	Changes to the original approved project budget	New funding changes the business case of the project.

*In instances where a new project is required, the project cancellation process should be followed as described below.

UNEP Project Revisions Workflow

STEP	ROLE	RESPONSIBILITY
STEP 1	**Project/Task Manager**	• Leads the revision process, and completes the revision template, detailing specific changes and justification for changes, details on how the revision includes relevant evaluation findings, risk mitigation measures and lessons learned. • Prepares a revised work plan, a revised logical framework, and revised budget. Updates are to be reflected in IPMR, under oversight of the Project Supervisor. • The project revision template can be accessed here: UNEP Project Revision Template
STEP 2	**Fund Management Officer (FMO)**	Supports development of revised budget and reviews for accuracy and completeness.
STEP 3	**Head of Branch/Unit**	Reviews revised project documents and revision template.
STEP 4	**Evaluation Office (optional)**	Consulted to verify that evaluation budget is adequate for the revised project.
Review and Approval		
STEP 5	**PRC Secretariat (PCAU, PPD)**	• Reviews project revision template and documents to ensure compliance with logical framework requirements and to ensure correct revision process is being followed. • Convenes the Project Review Committee (PRC) to review substantive changes, if needed.
STEP 6	**Project Review Committee (PRC)**	Reviews the project revision and provides: • Recommendations on the project intervention • Clearance of the project's logical framework • Clearance of changes in project budget against originally approved budget

Authority for approving project revisions is delegated as follows as per UNEP's delegation of authority framework:

PPM.2	Revisions to Project Document (ProDoc)		From Whom	Roles and Responsibilities					
			Executive Director	Deputy Director	ASG New York	PRC	Division Directors	Regional Directors	Other D2 and D1 Heads of Offices reporting to ED/DED
	A. Less than or equal to USD 500,000		APPROVE	-	-	INPUT	APPROVE	APPROVE	APPROVE
	B. Greater than USD 500,000		APPROVE	-	-	CLEAR	APPROVE	APPROVE	APPROVE

Project Cancellations

Project cancellation must be carefully considered as it affects the organization's ability to deliver results in the Medium-Term Strategy (MTS) and Programme of Work (PoW). Project cancellation is considered only in exceptional cases and must be formalized and documented. In case of project cancellation, the same procedure for project revision and project closure applies, with due modifications as detailed below.

STEP	ROLE	RESPONSIBILITY
STEP 1	**Project/Task Manager**	Utilizing the project revision template, the project manager under the oversight of the Project Supervisor, issues a project revision for cancellation of the project providing justification for the proposed cancellation.
STEP 2	**Head of Branch/Unit**	The project cancellation must be signed off by the Head of Branch/Unit and the Division Director managing the project.
STEP 3	**Global and Regional Sub—programme Coordinators**	The Global and Regional Sub-programme Coordinators should be involved in the discussion on cancellation of a project as this will impact the delivery of the corresponding programme level results in the MTS and PoW.
Review and approval		
STEP 4	**PRC Secretariat (PCAU)**	• Project cancellations must undergo review by the Project Review Committee (PRC). • The PRC Secretariat convenes the PRC, and the PRC reviews the request for cancellation and provides recommendations.
STEP 5	**Project/Task Manager, Head of Branch/Unit & Sub-programme Coordinator**	• Addresses recommendations from the PRC. If the PRC recommends integration of planned work /expected results into another project(s), the Project/Task Manager liaises with the relevant Head of Unit and or Sub-programme coordination to consider how to action this. • If cancellation is recommended by PRC the cancellation request is submitted to the Division/Regional Director.

STEP	ROLE	RESPONSIBILITY
STEP 6	Director	Approval can be granted in line with UNEP's delegation of authority for project revisions (described on the previous page)
Administrative and Financial Closure		
Step 7	Project Manager/Task Manager and FMO	• Cancellation of existing projects with ongoing activities follows the closure procedure outlined below. In this case, the final project report must be prepared as described below. • In case of cancellation of projects with no ongoing activities and no expenditures, the financial closure procedure applies with due adjustments. For example, a Non-Expendable Equipment inventory is not necessary as there have been no items purchased under the project. In this case, the final project report is not required.
Step 8	Project Manager/Task Manager and FMO	The project status is updated in IPMR. All entries are to be done by Project Manager/Task Manager with oversight support from Project Supervisor.

Project Closure

UNEP Operational Completion

A project is operationally complete when the outputs indicated in the project document have been delivered and the related operational activities have ceased, or when a project extension request has not been grantedThe following steps/activities should take place at operational completion:

ROLE	RESPONSIBILITY
Project/Task Manager, FMO	**Closure of legal agreements with Partners** **Any activity or legal agreement cannot remain open after the main project has been closed.** In consultation with the Fund Management Officer, the Project Manager should review contractual requirements and clauses of relevant legal instruments in terms of project completion and closure and ensure all legal instruments have expired before project closure. In the establishment of legal agreements, care should be taken that none run longer than the project to which they are linked. Effective communication and collaboration with project partners (in particular implementing partners to whom funds have been disbursed) is important, as well as project management/governance structures (e.g., project Steering Committee). Further information about legal agreements can be found in Chapter 8 – Legal Agreements.
Project/Task Manager and Evaluation Office	**Terminal Evaluation/Review** At least six months before a project's operational completion, the Project Manager notifies the Evaluation Office of the upcoming project end date and provides all the information needed to plan the terminal evaluation. Terminal Evaluations / Reviews should be planned in advance but cannot be launched more than three months prior to a project's operational completion. The Project Manager (or in their absence the Project Supervisor) is responsible for liaising with the Evaluation Office during the evaluation and for finalizing the recommendations and implementation plan. Project level evaluations managed by the Evaluation Office are selected purposively to reflect UNEP's strategic intentions and results' commitments. Where the Evaluation Office decides not to conduct a terminal evaluation, a management-led review is mandatory.

ROLE	RESPONSIBILITY
Project/Task Manager and Evaluation Office	It is the responsibility of the Project Manager to ensure that all steps and procedures needed to undertake the review are done. For a Terminal Review, the Project Manager prepares the TOR, and the Implementation Plan in response to the review recommendations for his/her supervisor to review and approve. Further information about evaluations and management-led reviews, including criteria for selection for terminal evaluation, can be found in Chapter 6 – Evaluation.
Project/Task Manager and Steering Committee	**Operational Completion** As part of an RBM approach, and good project-cycle management, Project/Task Managers should constantly liaise with implementing partners so that they ensure the completion of planned activities. If the project has a Steering Committee, the Project/Task Manager should obtain confirmation of the project completion from the Committee at its final meeting. As a best practice, a final validation/closure workshop with all project partners and stakeholders is required to ensure the sustainability of results from the project's interventions, knowledge transfer and uptake of approaches developed during the project
Project/Task Manager, FMO, Project Team and Partners	**Final/Operational Completion Report** Once the project is operationally completed, the Project/Task Manager in collaboration with the project team and with information from relevant stakeholders and implementing partners prepares the Final/Operational Completion Report. The report provides information on results achieved, including reporting on logframe targets, gender, environmental and social sustainability measures taken, challenges encountered, best practices and lessons learned. Collaboration with the Fund Management Officer is required concerning reporting on financial and administrative issues. The Final/Operational Completion Project Report is distinguished from an evaluation. The latter is an impartial external assessment, while the former is a management-led self-assessment / reporting exercise. The project completion report can be used to inform the evaluation. UNEP's Operational Completion Report Template can be found on WeCollaborate.

ROLE	RESPONSIBILITY
Project/Task Manager, FMO, Project Team and Partners	**The Report must include the following as its annexes:** • Final Expenditure Statement prepared by the implementing partner as per template • Inventory of Non-Expendable Equipment prepared by the implementing partner
Project/Task Manager, FMO, Project Team and Partners	• Final Audited Statement of Accounts (if applicable): whenever required by the legal instrument (also, if the project budget for the partner exceeds US$200,000), the partners must submit a Final Audited Statement of Accounts for certification by a recognized firm of public accountants. If the partner is a government agency, a final statement of accounts can be certified by an authorized signatory on its behalf, and the audit report from the government auditor may be accepted. The documents should be prepared in accordance with the terms of conditions of the relevant legal instrument. The final report has to be signed off by the Project/Task Manager and FMO.
Project Manager, Project Supervisor, Global Sub-programme Coordinator, Head of Branch Unit, and Division Director	**Final/Operational Completion Report Sign-Off** The Project Manager's Supervisor signs the Report and sends it to the Global Sub-programme Coordinator, and the Head of Branch/Unit of the Division/Office managing the project for sign off. The Project Supervisor is accountable for reports being completed at the time of planned/approved operational closure. Previously report submission to the Programme Performance and Support Unit was a pre-requisite for change of project status in PIMS. Thereafter the Project Manager uploads project reports, including the project final reports and the evaluation report, along with other project outputs, into the organization's PIMS. In future, project report upload will migrate to IPMR once the UMOJA Dashboard is in use. Further information will be communicated to staff in due course. **Knowledge Management** The Head of Branch initiates a process of knowledge management in which the project results, lessons learned and recommendations from the evaluations (Mid-Term Evaluation, Terminal Evaluation, and all other reports and assessments) are discussed internally, and arrangements related to knowledge management, distribution of material, reports, filing of documents etc., are made.

ROLE	RESPONSIBILITY
UMOJA	**Closure in UMOJA** A time limit of 12 months is set between technical project completion and project closure, depending on the time needed to complete the project's Terminal Evaluation or Terminal Review. The closure date is the date when the project is financially closed (see section below). Any expenditure made against the project budget after the operational completion and before project closure will not be paid; however, expenditures incurred or committed before the completion date, but submitted after the completion date may be paid. Commitments raised for evaluation before the completion date can be disbursed until the financial closure. Once all the grants of the funded programme in Umoja become financially closed, the project is subjected to technical closure. The project user status in UMOJA is manually set to 'TECO', i.e., technically completed by the Fund Management Officer in the managing Division. The Technically Completed/Closed (TECO) status indicates that a project task/activity is completed but allows actual postings/settlements to occur. No new commitments can be created for a project with TECO status. If the TECO status is cancelled on a Work Breakdown Structure Element (WBSE), the status will be automatically set back to 'Release' for that particular Work Breakdown Structure Element only. At this point, the procedures for financial and administrative closure start.

Financial and Administrative Closure

The procedure for financial and administrative closure of projects involves the Division managing the project, the Corporate Services Division's Finance and Budget Team, and the United Nations Office in Nairobi (UNON). The main steps are summarized below, for detailed financial and administrative procedures, refer to the BFMS Standard Operating Procedure 114- Financial Closure of Projects. Financial closure must take place at the latest within 12 months of operational closure or after the date of cancelation. Should the donor agreement dictate different timeliness, the financial closure should comply with the donor(s) requirement.

ROLE	RESPONSIBILITY
Project/Task Manager, FMO, Division Director,	**Financial Closure** Under the oversight of the Project Supervisor, the Project Manager/Task Manager initiates the financial closure by preparing and submitting the substantive Final Report including evidence of outputs and outcomes deliverables to the responsible Fund Management Officer, to confirm technical completion of the project. Where implementing partners are engaged, the Project/Task Manager obtains, reviews, clears and submits the reports as required by the legal agreement between UNEP and the partner. • The FMO reviews all financial documentation and certifies final project expenditures. They prepare the project's closing documentation to be submitted for the approval of the Director of the Division managing the project. • All procedures concerning financial closure should be completed within a year of the operational completion date. See Chapter 4: Financial Management for further information. Key tasks include the following: • Settlement of pending financial obligations and conclusion of outstanding commitments. • Updating of all financial accounts and posting of all adjustments and/or reclassifications. • Writing off over/under expenditures and accounting for currency gains/losses; and • Liquidating, writing off, or transferring/reprogramming to other approved project(s) advances to vendors or staff. • Once the project is closed, no additional financial transactions affecting the final status of the project accounts may be entered. If, after the approval of closing revision, the partner reports additional activities or expenditures amounting to more than the contingency un-liquidated obligation of US$10,000, such activities or expenditures may not be paid or reimbursed.

ROLE	RESPONSIBILITY
Project/Task Manager and FMO	**Return of Unspent Funds** The basis for returning unspent funds is the agreement signed between UNEP and the partner to whom funds were disbursed. If any unspent balance remains, the Fund Management Officer, upon the Project Manager's request (as initiated by the Project Supervisor), formally requests the partner(s) to return the unspent funds, copying the Donor Partnerships Section in the Corporate Services Division.
Finance and Budget Team, Budget, and Financial Management Service UNON.	The Finance and Budget team checks that the financial requirements are in place and verifies that expenditures have not exceeded allotments. The Budget and Financial Management Service (BFMS) within the United Nations Office in Nairobi verifies that all expenditures are correct and there are no outstanding receivables or payables in UMOJA Within the UNON Accounts Section, the Financial Reporting Unit (FRU) clears the financial closure of projects. The Chief Accounts Section has the overall responsibility for financial closure of a Grant in UMOJA.
Project Manager	The Project Manager enters the status of the project in UMOJA from 'completed' to 'closed', with confirmation provided by the relevant Approver The date of closure is the date of financial closure of all accounts. The following documents are uploaded in the system to enable closure: • Copy of signed Project Action Sheet • Project Final Report • Inventory of Non-Expendable Equipment (including the signed transfer agreement) • Final Financial Statement (audited financial report) • Financial Expenditure Report • Terminal Evaluation Report

Environmental Emergency Response

It is important to assess the environmental impacts of disasters and conflicts to minimize their negative impacts on life, livelihoods, and long-term recovery. Within the UN system, UNEP, and the Office for the Coordination of Humanitarian Affairs (OCHA) play a key role in ensuring that environmental issues are addressed during major disasters or conflicts, and during the recovery process. Over the last decades, both institutions have developed procedures for post-disaster response. The institutions have also established procedures for collaboration during the various phases of disasters and conflicts; these procedures aim to avoid duplication and ensure the best use of resources.

Requests for Post-Crisis Technical Environmental Support

Requests for assessment of environmental issues relating to a disaster or assessment of an environmental emergency may come to UNEP, the Office for the Coordination of Humanitarian Affairs, or the Joint Environment Unit (JEU, a joint venture of UNEP and the Office for the Coordination of Humanitarian Affairs Environment Unit) through one of the following sources:

- Directly from the affected country, through its government or the institution charged with emergency response
- From the UN Special Representative of the Secretary General (SRSG) / Resident Coordinator or Humanitarian Coordinator in the affected country
- From the World Bank, European Commission, or a UN agency

Within UNEP, the requests may be received directly by the Executive Director, one of the Regional Directors, the organization's Post-Conflict and Disaster Management Branch (PCDMB) or any other UNEP office. Regardless of which office (or officer) receives the request, during the emergency phase, the initial request is passed on to the Joint Environment Unit, which then coordinates the response. All relevant UNEP offices are kept informed of the progress of the response.

Standard Procedure for Deployments

Technical environmental support is offered in partnership with other agencies and partners, where the Joint Environment Unit acts as a mobiliser and broker of assistance. Support can take the form of remote support or on-site assistance, with a technical support mission mobilized if necessary. In case of a mission, the following mechanisms can be used by UNEP and/or the Joint Environment Unit to support affected countries.

STANDARD PROCEDURES FOR DEPLOYMENT

1. UN DISASTER ASSESSMENT AND COORDINATION TEAM DEPLOYMENTS

In the event of a major disaster, the UN Disaster Assessment and Coordination Team (UNDAC) is normally the first team to be mobilized. A global call for environmental expertise is made simultaneously with UNDAC Team alerts. Names of environmental experts are proposed to the Office for the Coordination of Humanitarian Affairs Field Coordination Support Section (FCSS), who make the final decision on the composition of the UNDAC Team.

In response to an environmental emergency, a stand-alone UNDAC environmental emergency mission can be mobilized under the coordination of the Joint Environment Unit.

2. JOINT ENVIRONMENT UNIT DEPLOYMENT

In some cases, a full UNDAC team is not deployed but the situation still warrants the deployment of environmental experts. In this case, the Joint Environment Unit coordinates the mobilization of environmental experts, drawing on the resources of its network of partners and response providers. Experts can also be mobilized through the Office for the Coordination of Humanitarian Affairs, Stand-By Partnership Programme.

3. POST DISASTER/CONFLICT NEEDS ASSESSMENTS DEPLOYMENT

Post Disaster / Conflict Needs Assessments are coordinated by the Post-Conflict and Disaster Management Branch with the UN, the World Bank and the European Commission. When a request is received, the Post-Conflict and Disaster Management Branch reviews its internal roster of experts, who have been trained in Post Disaster/Conflict Needs Assessments methodology and they are deployed. The expert(s) coordinate their work with the Post Disaster/Conflict Needs Assessments team on the ground.

4. POST DISASTER/CONFLICT ENVIRONMENTAL ASSESSMENTS

In case a disaster warrants a dedicated environmental assessment covering multiple environmental issues and leading to a UNEP report, a multi-disciplinary team is organized by the Post-Conflict and Disaster Management Branch, which then manages the deployment.

Roles and Responsibilities

This section details the roles and responsibilities of the Project Team, with a principal focus on the Project Manager/Task Manager and the Project Supervisor.

STAGE	PROJECT MANAGER / PROJECT DEVELOPER / TASK MANAGER (FOR GEF AND GCF PROJECTS)
Concept Development and Project Design	• Develop the Project Concept and/or Project Document (ProDoc) including the Workplan and Logical Framework. • Lead consultations with stakeholders, site visit(s), baseline, and assessment studies, and gathering of detailed project and contextual information. • When pertinent, develop the Project Preparation Proposal and, in collaboration with the Fund Management Officer, the Project Preparation Proposal budget. • In collaboration with the Fund Management Officer, develop the project budget. • Consult the Safeguards Advisor/Unit in the Policy and Programme Division (PPD) as early as possible to identify potential project risks. • Prepare SRIF and hold primary responsibility for publicly disclosing the document to relevant stakeholders through UNEP Live, following the ESSF screening procedure. • Carry out the Impact Assessment and Management Plan, if necessary, to address the identified potential Environmental Social Economic Safeguard risks. • Incorporate comments and observations from the Gender and Safeguards Unit and external stakeholders and prepare the Impact Assessment and Management Plan to addresses potential Environmental and Social Safeguard risks. Organize and conduct or supervise site visits when they are required. • Organize the inception process and ensuring a participatory approach during the inception phase, with regard to discussing the project's baseline and results framework. • Ensure that the results of the inception phase are incorporated into the project proposal. This could lead to a project revision or reformulation.

STAGE	PROJECT MANAGER / PROJECT DEVELOPER / TASK MANAGER (FOR GEF AND GCF PROJECTS)
Concept Approval Group (CAG)	• In consultation with the supervisor and through the Head of Branch, submit the proposal to the Division Director/Responsible Director for submission to the PRC Secretariat ahead of the Concept Approval Group. • Take on board the recommendations from the CAG to improve or further develop project concepts.
Project Review Committee (PRC)	• Participate in the Project Review Committee (PRC) meeting, to present an overview of the intervention and provide details and clarifications if needed. • Follow up on PRC process and ensure the proposal complies with PRC recommendations in the shortest time possible until its approval. • Upload information into IPMR.
Implementation, Monitoring, Reporting and Evaluation	• Negotiate legal agreements and contracts with implementing partners. • Make clear the roles and responsibilities of project team members and external partners. • Organize an inception meeting or workshop. • Prepare, at least on an annual basis, a human resource plan to take stock of what human resources will be required during the year and initiate the necessary steps for meeting the needs in a timely manner. • Review, at least on an annual basis, procurement plans prepared of the goods and services that will be required and initiate the necessary steps for meeting the needs in a timely manner. • Oversee and manages project implementation. Accountable for the day-to-day management of the project within its defined schedule and budget. • Ensure focus on delivering towards the outputs and outcomes and objectives of the agreed results framework. • Liaise with the responsible supervisor, the project steering committee, the technical committee where necessary and manage the deliverables from project team members and partners to achieve the intended project outcome(s). • Consult and communicate with team members, stakeholders and supervisor on project implementation and continuously assesses risks and problematic issues arising during implementation.

STAGE	PROJECT MANAGER / PROJECT DEVELOPER / TASK MANAGER (FOR GEF AND GCF PROJECTS)
Implementation, Monitoring, Reporting and Evaluation	• Lead, coordinate, guide and monitor the work of the team members and implementing partners. • Identify and deal with implementing challenges - both administrative and technical/substantive, including political judgment – which may arise during project implementation. • Discuss and prepare project and budget revisions, when necessary but at least annually. • Ensure that key stakeholders are engaged and are managing the intervention in a sustainable way. • Monitors project performance and maintain a comprehensive monitoring system that tracks the delivery of activities as per the project work-plan. • Prepare/finalize progress reports in a timely manner, with inputs from relevant partners. Report with supporting evidence on a six-monthly basis in the relevant reporting platform (IPMR in UMOJA) on progress toward project outcomes using agreed indicators. • Document risks and lessons learned and take the lead in defining, updating, and implementing risk mitigation measures and in discussing these with their supervisor. • Ensure that recommendations from reviews and assessments are implemented. • Allocate appropriate resources to cover the evaluation needs of the project, bearing in mind whether the intervention requires a Mid-Term Evaluation/Review as well as a Terminal Evaluation. • Verify, in consultation with the Fund Management Officer, that the correct budget codes for the evaluation have been identified and that the agreed funds are available for the evaluation. If necessary, secure additional funding for the evaluation. • Ensure that the resources for evaluation are increased when/if the project is increased in scope or scale. • Provide technical inputs and comments on the draft evaluation Terms of Reference. • Assist the Evaluation Office in identifying the recipients list for the final Evaluation Report. • Act as the primary contact between the project team and the Evaluation Office, facilitating the flow of project information and responding to requests from the evaluation consultant(s) for further information, clarification of details, etc.

STAGE	PROJECT MANAGER / PROJECT DEVELOPER / TASK MANAGER (FOR GEF AND GCF PROJECTS)
Implementation, Monitoring, Reporting and Evaluation	• Inform all other members of the project team and relevant stakeholders of the upcoming evaluation • Assemble all relevant documents for the evaluation consultant(s) to review, e.g., progress reports, technical outputs, minutes of steering committee meetings, monitoring data and financial reports. • Provide evaluation consultant(s) with contact details for key project staff and stakeholders. • Coordinate with the Evaluation Office and the implementing partner(s) to make logistical arrangements for any evaluation field visits, e.g., local transportation, access to field sites, and/or set up meetings with key project stakeholders. • Facilitate the preparation of letters of invitation that may be required for the evaluation consultant(s) to obtain a visa or required travel authorization, where required. • Provide comments on the draft Evaluation Reports focusing on factual errors/omissions or conclusions. • Complete the Recommendations Implementation Plan; oversee the adoption of recommendations and ensure that the implementation of recommendations is properly documented and reported through the provision of regular recommendation implementation updates. • Advise the Evaluation Office of any external evaluations or reviews being led by donors or external parties; in this case, the Project Manager shall provide a copy of the Terms of Reference for Evaluation Office review and forward a copy of the final external evaluation report to the Evaluation Office.
Project Closure	• Under the overall coordination of the head of the Branch/Unit of the Division, responsible for the operational completion of a project within the planned timeframe. • In collaboration with implementing partners, verify that all activities have been completed. • In collaboration with the Project Steering Committee, hold a final validation meeting and preparing the Final Report on the project's results. • Steer the process of completion and preparation of the Operational Completion report, which includes observations by the Project Steering Committee and documentation by implementing partners. • Liaise with implementing partners to obtain their reports and the financial documentation required.

STAGE	PROJECT MANAGER / PROJECT DEVELOPER / TASK MANAGER (FOR GEF AND GCF PROJECTS)
Project Closure	• Ensure that the final evaluation or assessment report is completed and confirmed (in writing) by the Evaluation Office. • Collect and present evidence on the project's contribution to the PoW and SDGs. • The Finance and Budget team is responsible for the final authorization of project closure. In particular, the Finance and Budget Team supervises the implementation of all procedures concerning financial project closure, liaising with the United Nations Office in Nairobi.

STAGE	PROJECT TEAM MEMBERS
Implementation, Monitoring, Reporting and Evaluation	The project implementation structure also includes project team members who are assigned to deliver project outputs. Project team members may be in different Divisions or Regional Offices and might include implementing partners such as non-governmental organizations, government entities and the private sector. Team members: • Plan, monitor and manage specific outputs and activities. • Take responsibility for work progress and use of resources. • Identify and advise the Project Manager of any issues and risks associated with their responsible work area and propose project revisions if needed. • Initiate corrective action or revision within the boundaries laid out in the Project Document or defined by the Steering Committee in consultation with the Project Manager. • Prepare a workplan, report on progress and field mission findings. • Carry out oversight of partners' performance; and • Consolidate inputs for progress reporting.

STAGE	SUPERVISOR OF THE PROJECT MANAGER
Note: Sometimes the Supervisor roles are taken up by the Head of Branch and or Head of Unit of the organization, in which case these roles are in addition to those described under head of Branch/ Unit.	
Review and Approval	• Review the project concept and/or the full ProDoc before these are submitted to CAG/PRC and after for resubmission and final clearance of ToC and Logframe.
Implementation, Monitoring, Reporting and Evaluation	• Keep track of project implementation and delivery of results. • Ensure that the risk management process is tracked and regularly re-assessed, and updated risk management responses are reviewed and discussed. • Approve the periodic reporting of the Project Manager on IPMR. • Clear the annual reporting and approve any other report documents. • Reviews and clear the project budget. • Ensure that recommendations from the project Steering Committee Meeting are taken up. • Clear any revision of the project document. • Support the Project Manager in delivering through adaptative management. • Monitor and evaluate the Project Manager's performance and collaborate with the Fund Management Officer in necessary tasks. • Assess the Project Manager's performance in project management against project outcomes, duration, budget, and output quality. • Assess the performance of the responsible Fund Management Officer from financial and administrative perspectives and share feedback with her/his first reporting officer.

STAGE	SUPERVISOR OF THE PROJECT MANAGER
Project Closure	• Ensure all closure steps of a project are supervised including signing off on the operational completion report and the recommendation for closure. • Hold a final project meeting with the Project Manager to address knowledge management and the uptake of evaluation recommendations. • Ensure that the Project Manager's tasks are linked to his/her e-Pas. • Promote learning through appropriate channels such as briefing sheets, a debriefing of the project team, inputs to communities of practice, etc.

STAGE	DEPUTY EXECUTIVE DIRECTOR
Review and Approval	• Chairs the PRC for Tier 1 projects. • Authorizes all PRC Decisions.
Implementation, Monitoring, Reporting and Evaluation	• Signs off on UNEP's Annual Programme Performance Report.

STAGE	LEAD DIRECTORS/ DRI FOR EACH OF THE SUB-PROGRAMMES
Lead Directors are responsible for providing the Deputy Executive Director (DED) with the correct information and recommendations to enable the DED (with overall accountability for results) to ensure programmatic coordination and results-based across the subprogrammes.	
Strategic Planning	• Participate in SMT discussions related to the delivery of the MTS and PoW to ensure that Strategic Objectives are fully considered in 'upstream' planning.
Review and Approval	• Participate in relevant meetings of the Concept Advisory Group (CAG) and the Project Review Committee (PRC) to ensure that political, financial and implementation risks are properly anticipated and managed.

STAGE	LEAD DIRECTORS/ DRI FOR EACH OF THE SUB-PROGRAMMES
Implementation, Monitoring, Reporting and Evaluation	• Be accountable for the delivery of the programme elements they are responsible for and that fall within their (Division's) workplan • Be accountable for the coherent and effective delivery of results through the thematic pooled funds. • Monitor the implementation of other elements of the delivery of the Strategic Objective that fall outside their respective Division's workplan and provide advice to the DED on necessary steps for the delivery of the overall strategic objective.

STAGE	POLICY AND PROGRAMME DIVISION (PPD) DIRECTOR
The Policy and Programme Division (PPD) is the process owner for many activities related to programmatic coordination, including strategic planning, programmatic coordination, and, monitoring and reporting. The PPD director, accordingly, plays a key role in ensuring that these functions maximize the effectiveness of both thematic and geographical coordination.	
Strategic Planning	• Manage the overall strategic planning process for the MTS and PoW, ensuring that colleagues at all levels across UNEP have had appropriate input and that SMT signs off on strategic plans.
Concept Development and Project Design	• Support improved project design and implementation capacity across the organization • Ensure the implementation of results-based management practices at all scales across the organization • Manage key coordination staff, such as the Subprogramme Coordinators, to ensure that they are maximizing their role to ensure programmatic coordination.
Review and Approval	• Be accountable for the effective functioning of the CAG and PRC to ensure that programmatic concepts provide a coherent approach to the delivery of key results areas.

STAGE	POLICY AND PROGRAMME DIVISION (PPD) DIRECTOR
Implementation, Monitoring, Reporting and Evaluation	• Support improved project design and implementation capacity across the organization. • Ensure the implementation of results-based management practices at all scales across the organization. • Manage key coordination staff, such as the Subprogramme Coordinators, to ensure that they are maximizing their role and programmatic coordination.

STAGE	DIVISION DIRECTOR
Division Directors are directly accountable for the delivery of project results that fall within their own Division's area of expertise and mandate. Under the delegated authority from the DED, the Director of Corporate Services Division (CSD) remains the directly responsible individual (DRI) for the PoW Budget but works closely with the strategic objectives lead directors, PPD Director and Subprogramme Coordinators on Results-based Budgeting. Collectively, the Division Directors, as part of the SMT also play an important role in the strategic guidance and delivery of the PoW/MTS.	
Strategic Planning	• Participate in SMT discussions related to the delivery of the MTS and PoW to ensure that Strategic Objectives are fully considered in 'upstream' planning. • Clear the allocation of the necessary financial and human resources for the delivery of results related to the Strategic Objective, including from the thematic pooled funds, on the basis of the recommendations from other Division Directors, Regional Directors and Subprogramme Coordinators.
Concept Development and Project Design	• Submits the concept to the CAG through the PRC Secretariat (PCAU). • Ensure that the team developing the project design has clear understanding of their roles and responsibilities. • Authority is delegated to the Head of Branch, Fund Management Officer, and Supervisor(s) of the project Manager to exercise relevant oversight and supervisory functions over the project design process.

STAGE	DIVISION DIRECTOR
Review and Approval	• Participate in relevant meetings of the Concept Advisory Group (CAG) and the Project Review Committee (PRC) ensuring that political, financial and implementation risks are properly anticipated and managed. • In addition, the Director approves the final risk assessment, with the impact assessment and management plan if applicable, according to the Environmental and Social Sustainability Framework.
Implementation, Monitoring, Reporting and Evaluation	• Ensure the implementation of Results-Based Management (RBM) practices across their division • Be accountable for monitoring and reporting on project implementation in IPMR with relevant inputs from the Regional Offices for the components delegated and suballocated to them. • Be accountable for the delivery of the programme elements they are responsible for and that fall within their (Division's) workplan. • Assesses the project's contribution towards delivery and achievement of Outputs and Outcomes in the MTS and PoW. • Be responsible for signing legal agreements, within the thresholds of the UNEP accountability framework. • A Division Director can delegate part of his/her authorities with clearly established 'tolerance levels and accountability. Effective delegation empowers adaptive management and avoids 'micro-management', while still retaining accountability
Project Closure	• The relevant Division Director is responsible for promoting knowledge management, promoting internal discussions on project results, aggregating lessons learned and implementing evaluation recommendations.

STAGE	REGIONAL DIRECTOR

Regional Directors are accountable for representing UNEP in the regions, engaging with Resident Coordinators and UN Country Teams, relaying member state priorities for programmatic action, advocating for an appropriate mix of UNEP interventions in each country, and implementing regional/national elements of projects led by Divisions. Issue-based coalitions, regional and national policy and political influence and advocacy, regional forums on the environment, are led by Regional Directors. Collectively, the Regional Directors, as part of the SMT, play a key role to ensure that programme implementation is meeting regional and country needs.

STAGE	REGIONAL DIRECTOR
Regional Representation	• Represent UNEP in the regions, establishing regional partnerships and leading UNEP engagement with key regional partners • Lead the engagement with regional collaborative, inter-governmental and inter-agency platforms • Lead the engagement with the UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) and national governments to identify regional and national priorities. These priorities will guide the co-design of UNEP regional and national project development. • Lead UNEP engagement in the UN regional Issue-based Coalitions (IBC), through which they mobilize the UN Development System around a set of regional issues.
Strategic Planning	• Participate in strategic planning process for the MTS and PoW, to ensure that strategic plans meet national needs and are coherent from a regional point of view.
Concept Development and Project Design	• Work with Divisions to ensure that country and regional needs are met.
Concept Approval Group (CAG)/Project Review Committee (PRC)	• Participate in the CAG and PRC
Implementation, Monitoring, Reporting and Evaluation	• Be accountable for the delivery of programme elements they are responsible for and that fall within their own workplan.

STAGE	HEAD OF BRANCH/UNIT
Concept Development and Project Design	• The relevant Head of Branch/Unit has the overall responsibility for a project’s design and should advise the Project Manager on coordination with other relevant UNEP projects. In particular, the Head of the Branch/Unit assures that: • Consultations are conducted internally and externally, and key stakeholders and implementing partners have been identified and consulted.

STAGE	HEAD OF BRANCH/UNIT
Concept Development and Project Design	• The relevant Head of Branch/Unit has the overall responsibility for a project's design and should advise the Project Manager on coordination with other relevant UNEP projects. In particular, the Head of the Branch/Unit assures that: • Consultations are conducted internally and externally, and key stakeholders and implementing partners have been identified and consulted. • Sufficient activities to mobilize resources to support the project have been conducted, including relevant consultations with donors and potential contributing partners. • The project's environmental and social impact and sustainability have been reviewed considering the Environmental and Social Sustainability Framework (ESSF) and potential risks have been sufficiently addressed. • The Project Document and, if necessary, the Project Concept and Project Proposal Preparation templates, have been duly completed according to UNEP quality standards and internal regulations
Concept Approval Group (CAG)/Project Review Committee (PRC)	• Responsible for assessing the overall quality of the proposed project intervention before submission to the CAG and PRC.
Implementation, Monitoring, Reporting and Evaluation	• Provide oversight on project management and implementation support. • Guide the Project Manager on project feasibility and providing timely and adequate feedback to ensure effectiveness and efficiency in project delivery. • Identify and deal with implementation problems on both administrative and technical/substantive issues; resolving conflicts and approving changes beyond tolerance level; setting tolerance levels for the Project Manager on budget, time and output quality and the activities • Oversee progress through field missions or occasional communications with stakeholders. • Ensure that the Project Manager's annual workplan and performance assessment is aligned with the project workplan and planned results. • Implement necessary resource mobilization activities and monitor expenditures. • Raise any issues to the Steering Committee where necessary.

STAGE	HEAD OF BRANCH/UNIT
Project Closure	• Supervise the implementation of evaluation recommendations according to an agreed action plan. • Provide support to the terminal evaluation or assessment process, in collaboration with the Project Manager • Complete the evaluation recommendations' implementation plan, specifying who oversees implementing the recommendations, the time-frame and implementation modalities.

STAGE	GLOBAL SUB-PROGRAMME COORDINATOR
Strategic Planning	• Leads strategic planning processes that result in the Medium-Term Strategy, Programmes of Work and Programme Frameworks, and ensure they shape the development of interventions and programmatic interventions at all scales. • Informs senior management and project teams on key emerging issues and strategic partnerships in the relevant subprogramme.
Concept Development and Project Design	• In consultation with the Project Developer/Project Manager and the relevant Head of Branch/Unit, the Global subprogramme Coordinator ensures that the overall project strategy is in line with UNEP's Medium-Term Strategy and Programme of Work. The subprogramme Coordinator also: • Coordinates the coherence of the subprogramme internally (i.e., across the interventions within the subprogramme), across Divisions and Regional Offices, and across the subprogrammes. • Recommends ways that available resources (both financial and human) can be allocated for the best impact, that an appropriate extra-budgetary strategy is implemented, and that resourcing gaps are identified and addressed. • Once the programme frameworks are approved and the list of projects comprising the biennial portfolio is agreed upon, Sub-programme Coordinators in collaboration with the corresponding Heads of Branches set up a calendar with a tentative plan/timeline for the design of projects. This timeline includes both the concept and the full project formulation periods with tentative submission dates to the CAG and PRC. If additional project concepts are added to the programme frameworks, the calendar is updated accordingly

STAGE	GLOBAL SUB-PROGRAMME COORDINATOR
Review and Approval	• Review the proposed project from a strategic point of view. • Provide advice on the project's contribution to the delivery of the MTS and PoW and on linkages to other interventions by UNEP and partners to promote synergies, avoid duplications • Participate in Project Review Committee meetings.
Implementation, Monitoring, Reporting and Evaluation	• Foster the development of a culture of results-based management across UNEP • Advise the Concept Approval Group and Project Review Committee, where relevant to the subprogramme, to ensure high-quality project design and the overall coherence of interventions. • Be accountable for the synthesis and reporting of regular corporate results related to their subprogramme, • Ensure coherence and coordination in monitoring and reporting of projects within the portfolio in a thematic programme and highlight relevant issues to the responsible supervisor and the Division/Regional Office Director. • Assess whether the portfolio is at risk in terms of delivering the results the organization has planned to achieve in the Medium-Term Strategy (MTS) and Programme of Work (PoW), to which a given project is a part. • Provide a report to Member States to show whether the portfolio is delivering on results at the portfolio level, to which a given project is a part. • Track gaps in resources at the project portfolio level to support Project Managers in filling gaps in resources in a coordinated manner.

STAGE	REGIONAL SUB-PROGRAMME COORDINATOR (RSPC) RSPCs play a similar role, at a regional level, to the global SPC role
Strategic Planning	• Support strategic planning processes that result in the Medium-Term Strategy, Programmes of Work, Programme Frameworks, and Programmes. • Provide thought leadership to the Regional Office, relevant technical divisions, global SPCs over key emerging regional issues in the relevant subprogramme;

STAGE	**REGIONAL SUB-PROGRAMME COORDINATOR (RSPC)** RSPCs play a similar role, at a regional level, to the global SPC role
Concept Development and Project Design	• Recommend, in coordination with global SPCs, on resource allocation (both financial and human) for best impacts at the regional level and make recommendations how resourcing gaps are identified and addressed. • Coordinate the regional coherence of the subprogramme internally, with Divisions, with other Regional Offices as needed, and across the sub-programmes • Serve on the Concept Approval Group (CAG) and Project Review Committee (PRC), where relevant to the regional components of the subpro-gramme, to ensure the overall coherence of interventions.
Implementation, Monitoring, Reporting and Evaluation	• Monitor the subprogramme results at the regional level, identify priorities for action, challenges to be addressed, and propose corrective actions where required. The implementation and evaluation of project activities within a subprogramme continue to be managed by project teams. • Lead in actualizing UN reforms by ensuring alignment of all projects implemented in the region to substantively complement the UNCT on the environmental dimension of the SDGs to enhance delivery as one UN in countries.

STAGE	**FUND MANAGEMENT OFFICER**
Concept Development and Project Design	• The Fund Management Officer is to be consulted during the development of the Project Document, to understand programmatic details and institutional set-up of the project, thus enabling him/her to assist the project team inn the best possible way. • Provide a critical review of a project budget for accuracy, correctness (concerning the Project Support Costs rates), and use of standard payroll costs. • Upon information provided by the Project Developer on donor pledge or agreement, liaise with the Donors Partnership Contribution Section to track income and have it posted to the correct grant in Umoja. • Advise on the resource mobilization strategy, particularly regarding the possibility of securing funding from softly earmarked funding sources. • In consultation with Project Manager, the Fund Management Officer creates the project budget in BPC and financial elements of the project in Umoja and ensures that the WBSE is linked to the correct funding source. • Ensure that the budget is released to the correct Funded Programme or WBSE to ensure smooth processing of transactions. • Clear the Project Document for further review by signing the project budget and, if relevant, the budget for the project preparation phase.

STAGE	FUND MANAGEMENT OFFICER
Implementation, Monitoring, Reporting and Evaluation	• Provide technical support in financial and administrative management. • Monitor and certify expenditures ensuring expenditures belong to the project and do not exceed the approved budget. • Advise the Project Manager on administrative issues when engaging with implementing partners, organizing meetings, recruiting consultants, and procuring supplies/commodities for the project. • Alert the Project Manager of financial risks anticipated and provide solutions to overcome them. • Initiate annual budget revisions to reconcile income and expenditures and introduce any changes that may have taken place during the year as regards funding or impact on budget due to change in scope of the project • Ensure expenditure reports received from implementing partners have been reviewed and accepted by Project Manager in line with project progress and deliverables so far. • Flag any anomalies or concerns while reviewing reports and works with the Project Manager and partners to iron them out. • Ensure expenditures are correctly recorded in Umoja and facilitates cash transfers if reports are satisfactory. • Provide financial updates to the Project Manager as and when requested flagging donor restrictions especially pertaining to expiry of usage of funds. • Maintain a general overview of the technical progress regarding expenditure levels and available budget.
Project Closure	• Carry out the necessary procedures for the financial and administrative closure of the project. • Certify of expenditures. In case of expenditures made against the evaluation budget line, the Fund Management Officer must inform the Evaluation Office. • Reconcile financial accounts • Certify audit reports • Manage procedure concerning the transfer of assets and updates in Umoja
Project Closure	• Take necessary steps for recovery of unspent funds from the implementing partners and repayment to donors, unless otherwise specified. • The Finance and Budget team is responsible for the final authorization of project closure. In particular, the Finance and Budget Team supervises the implementation of all procedures concerning financial project closure, liaising with the United Nations Office in Nairobi.

STAGE	PROGRAMME COHERENCE AND ASSURANCE UNIT (PCAU) – sometimes referred to as the Project Review Committee (PRC) Secretariat
Review and Approval	The PCAU within the Policy and Programme Division serves as Project Review Committee Secretariat. The Secretariat has the primary responsibility for: • organizing the CAG meeting for each Concept and produces a Concept Review Report. • organizing PRCs accordingly with the relevant Chair based on risk assessment, including selection of UNEP technical reviewers. • Applies the quality of design matrix criteria to assess projects and communicates these to the PRC/CAG. • Ensure that the project intervention's Theory of Change and Logical framework comply with UNEP's minimum quality standards. • Compile the recommendations in the corresponding Concept Approval Group (CAG)/ Project Review Committee (PRC) reports and disclosing them to all parties involved. • Preparing statistics from the CAG, PRC and assessments of quality of project design.
STAGE	**CONCEPT APPROVAL GROUP (CAG)**
Review and Approval	• The purpose of the Concept Approval Group (CAG) is to provide senior-level review that ensures that concepts have sufficient strategic merit and alignment with the MTS and PoW. • The CAG consists of UNEP's SMT members and is chaired by the Deputy Executive Director (DED). The CAG meets once per month. Extraordinary meetings are convened at the request of the CAG Chair. PCAU in PPD will serve as Secretariat to the CAG (referred to as the CAG-PRC Secretariat).
STAGE	**PROJECT REVIEW COMMITTEE**
Review and Approval	The Project Review Committee (PRC) is mandated to review and assess the quality of projects, with specific focus on the project's logic and approach to achieving results.

STAGE	PROJECT REVIEW COMMITTEE
Review and Approval	The Project Review Committee (PRC) is mandated to review and assess the quality of projects, with specific focus on the project's logic and approach to achieving results. The Project Review Committee provides recommendations and advice. In some cases, the Project Review Committee recommends that project personnel carry out an Environmental and Social Impact Assessment (ESIA) and prepare an Environmental and Social Management Plan (ESMP); which may delay the project approval. Thus, the Division or Region submitting the project is advised to consult the Safeguards Advisor/Unit in the Strategy and Policy Division as early as possible and well before triggering the Project Review Committee. The Chair: • prepares the Project Review Committee ratings on project quality. • signs the Project Review Committee report prepared by the Secretary. • prepares the Project Review Committee meeting report. • after clearance of the project log frame, issues the 'assurance note' (i.e. the PRC Report) to be filed in IPMR and sent to the approving authority to indicate whether the project proposal has taken up the recommendations issued by Project Review Committee; and • is responsible for obtaining and filing statistics on Project Review Committee processes and project quality. Other PRC members are: • PRC Secretary – (tasks are discussed in the section on Project Review Secretariat) • Technical experts (UNEP staff, or staff from project partner organisations and Multilateral Environment Agreements) – The technical experts should not have a conflict of interest in the projects under review. The technical reviewers shall review the Project Document, guided by the quality of project design matrix and checklist, and send the review to the Project Review Committee Secretariat in advance of the meeting. • Finance and Budget officer – They are usually from Corporate Services Division. As a reviewer, they ensure the accuracy of the budget. More detailed information is available under tasks of Finance and Budget Unit of Corporate Services Division. • Gender and Safeguard advisor – They review whether the project design adequately analyses and reflects gender and Environmental and Social Safeguard (ESS) aspects.

STAGE	PROJECT REVIEW COMMITTEE
Review and Approval	• Regional Office (or staff member from relevant Regional Presence Office in case of multi-regional or global projects) – They review the project's delivery arrangements, coordination with other planned or ongoing interventions in the region, and the adequacy of selected partners. • Head of Branch/Unit in Division or Regional Office, project manager or other relevant staff members will also attend Project Review Committee meetings, to present an overview of the intervention and provide details and clarifications if needed. • The Sub-programme Coordinator has the role of confirming the relevance of the project to the UNEP MTS PoW and checking on synergies within the programme. • Staff members invited to attend Project Review Committee meetings in their individual technical capacity cannot extend the invitation to others. If they cannot attend the meeting physically, arrangements for virtual attendance can be made.

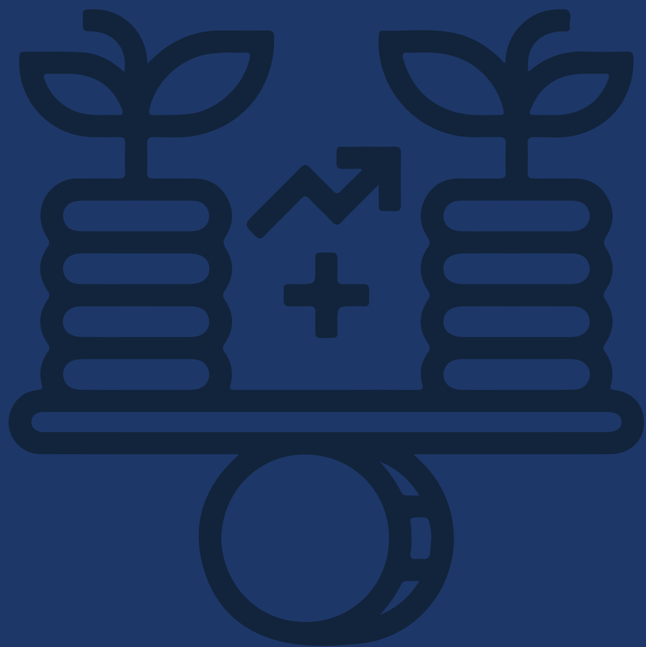
STAGE	FINANCE AND BUDGET UNIT - CSD
Review and Approval	The Finance and Budget Unit is responsible for reviewing the project budget and resource mobilization arrangements to ensure the use of the correct budget template and to check for accuracy and consistency of figures across the whole document. Responsibilities: • Ensure that correct Project Support Costs rates are applied for secured funding. • Confirm correctness of staff cost calculations against Project Team's time allocation to the project. • Confirm the Division's prior records regarding resource mobilization and implementation. • Provide guidance on the number of years planned for implementation regarding the funding base and historical data on similar projects or projects implemented by the Division or Regional Office. • In case of unsecured funds, assess the viability of the resource mobilization strategy and ensure that any lack of resources is also reflected in the risk log with a mitigation plan. • Confirm that the budget is based on activities that can be identified in the workplan.

STAGE	PROJECT STEERING COMMITTEE
Implementation, Monitoring, Reporting and Evaluation	A project Steering Committee provides overall guidance and strategic direction to the project so that the project rationale and alignment to UNEP's Programme of Work remains valid. Their responsibilities include: • Approving the project work plan and budget and reviews progress. • Providing advice to the Project Manager to ensure the project achieves desired results. • Providing guidance to the Project Manager with relation to stakeholder management. • Providing guidance to the Project Manager on needed changes or revisions. • Authorizing any substantive changes to the project design

STAGE	TECHNICAL ADVISORY COMMITTEE
Implementation, Monitoring, Reporting and Evaluation	• For technical projects, it is a good practice to have a Technical Advisory Committee to ensure that the Steering Committee has sufficient scientific and technical capacity. Such committees are particularly useful for innovative projects and projects focusing on science-policy synergies or method or tool development. • The Technical Advisory Committee provides technical advice to the Project Manager in the implementation of specific activities and delivery of outputs.

Financial Management

Financial resources are essential to the delivery of UNEP's programmes and projects and should be properly managed throughout the Project Cycle. The Corporate Services Division (CSD) leads UNEP's management of financial resources. At the project-level, a Project/Task Manager holds the primary responsibility for ensuring that the desired results are delivered within the project's budget and agreed timeline. Administrative/Fund Management Officers (A/FMOs) in the Divisions/Regional Offices/MEAs are responsible for ensuring that proposed obligations, commitments, and expenditures are in accordance with the Financial Regulations and Rules.



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UNEP's Funding

UNEP's work is supported by three main funding types:

The Environment Fund (EF)	The Environment Fund (EF) finances the essential capacity (Core functions) needed for implementing UNEP's Medium-Term Strategies (MTS) and Programmes of Work (PoW). All UN Member States are encouraged to make regular contributions to the Environment Fund.
The Regular Budget of the UN (RB)	The regular budget of the UN is core budget from the UN Secretariat. Funded by assessed contributions from Member States, it provides limited funding support to UNEP for executive and management functions.
Earmarked Funding (XB)	Extra-Budgetary (XB) describes resources that are earmarked in support of programme and project delivery under UNEP's PoW and MTS. This funding is aligned with regional, national, strategic, or thematic priorities of the funding partner. Some of UNEP's largest earmarked contributions come from Member States, and from multilateral financing mechanisms such as the Global Environment Facility (GEF), the Green Climate Fund (GCF), the European Union/Commission and the Multilateral Fund. Other sources include non-governmental partners, the private and business sector, and not-for-profit organizations.

Programme-Level Financial Management

Results-Based Budgeting (RBB)

Results-Based Budgeting (RBB) is a subset of Results-Based Management (RBM). It is a well-defined, results-orientated budgeting process in which

1. Programme formulation revolves around a set of time-bound pre-defined objectives and expected results
2. expected results would justify resource requirements which are derived from and linked to the outputs required to achieve such results and
3. actual performance in achieving results is measured by objective performance indicators.

In RBB:

Programme formulation revolves around a set of predefined objectives and expected Outcomes.	→	Expected Outcomes justify the resource requirements, which are derived from the outputs required to achieve Outcomes.	→	Actual performance in achieving results is measured by objective performance indicators.

The vision and direction for UNEP's work is provided by Four-year Medium-Term Strategies (MTS), implemented through two-year Programmes of Work (PoW) and Budgets. Once the RBB framework is formulated, the budget process is initiated through collaborations and interactions with various actors including Member States, NGOs, other UN agencies, multi-lateral bodies, research organisations, think-tanks, and strategic partners. The resource requirements are determined through a hybrid methodology of both top-down and bottom-up approaches. UNEP presents the proposed budget to the Committee of Permanent Representatives (CPR) by each funding source based on historical trends as well as the planned results of the biennium. The CPR members then deliberate and recommend the final budget envelopes as well as the allocation of the Environment Fund resources across the Sub-programmes, Executive Direction and Management, and Programme Support components.

Further, the Budget team works in collaboration with Divisions and Sub-programme Coordinators to derive the costing for the staff and non-staff resources. The human resource requirements are identified based on the proportion of staff time to be spent on different thematic areas and needs to deliver the outcomes targeted by the PoW. The non-staff requirements are also factored and integrated in the budgets to provide for travel, workshops, consultancies, and other operating expenses.

A simplified Results-Based Budgeting process described below is the basis for UNEP's estimation of likely resources needed to achieve its PoW outcomes:

1. UNEP's MTS and PoW are developed in consultation with the Committee of Permanent Representatives (CPR) and approved by the UNEA. The Results Framework in the PoW describes the Outcomes, Outputs targeted by UNEP and the Indicators that measure progress towards results.

2. Historical data on use of funds is reviewed to identify and estimate the level of funding required to achieve targeted Outcomes.

3. Information is gathered on funding to be allocated by the UN Secretariat to UNEP from the Regular Budget, based on their review of UNEP's PoW.

4. Resource requirements to deliver the Outcomes in the PoW under each sub-programme are estimated, considering both post and non-post costs.

This costing process constitutes the budget for the Programme of Work and is applicable to the Environment Fund, Regular Budget, Global Funds, Earmarked Funds, and Programme Support Cost. While the overall PoW budget estimates are endorsed by UNEA, only the Environment Fund resources are approved through a resolution.

Resources coming into UNEP are not entirely predictable and this means that programme (and project) managers often plan in an uncertain financing environment. The organization's results-based budget is therefore an informed estimate. Allocations from the Environment Fund take into account what resources are likely to be available from earmarked donor contributions and therefore seed funding that may need to come from the Environment Fund. The distribution of the overall budget from earmarked contributions is based on the actual use of funds within each programme on an annual basis. It also considers the potential income that could be generated through the GCF, the GEF and other global revenue streams.

Project-Level Financial Management

Key Principles

Results-Based Budgeting (RBB) for Projects

UNEP applies the Results-Based Budgeting (RBB) approach to project-level budget planning and management. In RBB, the desired results of a project (Outputs and Outcomes) drive the formulation of the budget, and financial performance is measured against the results achieved. Project budget development takes place during project concept development and project design. Once the targeted outcomes, outputs and activities of a project are defined, the Project Manager/Developer, or Task Manager identifies and aligns the required resources in terms of human resources, services, equipment, materials, to develop detailed cost estimates. Secured funds are then allocated against these costs. The total estimated cost reflects the project budget.

The basic rule is to ensure, in an ongoing manner throughout the life cycle, that all resources and costs needed for each identified activity are reflected in the budget. There must be a clear and direct connection between the budget and the activities, and the resources needed, and costs required to complete each activity. Using Results-Based Budgeting, resources and costs are identified based upon the activities planned and therefore support the RBM approach to delivering projects. The RBB Budget Template can be found on WeCollaborate.

Project-level RBB:

Outcomes Targetted

To achieve those **Outcomes,** what **Outputs** need to be delivered

To achieve those **Outputs**, what **Activities** must be completed successfully

To comeplete these **Activities,** what **Resources** are needed and what are the Costs

Co-Financing of Projects

Global Environment Facility (GEF) Funded Projects

- It is mandatory for UNEP and executing agencies to provide or generate co-financing, and the sources of co-financing can include, but are not limited to, the following: UNEP's own financing; government financing as counterpart commitments; contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.
- For projects funded by the GEF, co-financing means project resources (cash or in-kind) committed from non-GEF resources to meet the GEF-funded project objectives.
- The GEF is not a donor organization; its purpose is to top up existing initiatives to achieve 'a global environmental benefit'. As such, the ratio of GEF funding to funding from other sources for a project is at least 1:1, and sometimes reaches 1:4 in UNEP projects (and higher in projects led by the multilateral banks). This, however, strongly depends on the country and the type of intervention proposed. For detailed guidance, see GEF Council's Document on Co-Financing.

European Commission (EC) Funded Projects

- It is mandatory for UNEP to provide or generate co-financing for projects funded by the EC.

Other Projects

- Co-financing is not a mandatory requirement for projects outside of GEF and EC, but increasingly donors are asking for co-financing as a condition of funding, to strengthen the commitment of partners, increase long-term sustainability of project outcomes, leverage additional resources from other donors, and improve the cost effectiveness of the project. Project Developers/Managers are advised to carefully check the expectations of donors.
- Co-financing refers to cash and/or in-kind contributions committed by governments, other multilateral or bilateral sources, the private sector, non-governmental organizations, and project beneficiaries, who are partially contributing to the delivery of project activities or outputs.

- Co-financing information is important in understanding the overall resources available for project delivery. However, funding administered directly by the partners, and not channeled through UNEP, should not be part of the total project budget calculation. Project Managers are encouraged to provide relevant information in budget tables, project documents and progress reporting. UNEP is increasingly being asked by donors and partners to report co-financing.

Programme Support Cost

Programme Support Cost (PSC) is the charge that the UN collects on extra-budgetary funding (except GEF funding). PSC revenue is used to ensure proper funding of corporate services in operational management, and that the indirect costs of support activities for extra-budgetary funding (e.g., project review and approval, administration, recruitment, procurement) is not borne by core UNEP resources.

The PSC rate for extra-budgetary funds is as follows:

- **13%,** on all voluntary contributions where the UN retains primary and overarching programmatic responsibility and is the first or primary recipient of these funds. This is the rate endorsed by the General Assembly. A part of this rate may be shared with implementing partners where their costs cannot be properly identified as direct.

- **7%** on all voluntary contributions in support of inter-agency and "Delivering-As-One" programmes and collaboration with other multi-lateral institutions where valid inter-agency arrangements apply. The scope of this rate includes the modalities of the UN Sustainable Development Group, Multi-Donor Trust Funds, and the Financial and Administrative Framework Agreement (FAFA) between the UN and the European Commission. A higher than 7% rate may still be accepted where inWter-agency arrangements allow but at no point shall the PSC charge on operations, programmes or projects exceed 13%.

- **3%** on all voluntary contributions for projects that are entirely (wholly) implemented by other UN organizations, NGOs, or government services (so-called "pass-through" arrangements). This rate will apply when the UN Secretariat's substantive responsibilities are restricted to project formulation and M&E, and its administrative responsibilities are restricted to acceptance and disbursement of funds and the recording of expenditures. Implementing Partners may in turn recover 7% but no more than 10% of their direct expenditure in order to ensure that the aggregate rate is no more than 13%.

- **0.6%** on all XB funds to fund the operations of UNEP's Evaluation Unit (applicable from January 2023) This is in a response to updates to the UN Secretariat evaluation requirements, notably ST/AI/2021/3. The UN policy will not support the complete waiver of PSC rates. Exceptions to the rates above must be referred to the in the Controller Office of Programme Planning, Budget and Accounts, Department of Management together with detailed information explaining the technical justification for a non-standard PSC rate. Further information on the PSC rates described above can be found in the UNEP Corporate Guidance Note on the Exceptions to the Established Programme Support Cost Rates memo and the Programme Support Costs Rates on WeCollaborate.

For all extra-budgetary funding, the PSC rate must be listed in the ProDoc. For co-financed projects, the rate should be indicated separately for each funding source unless they all have the same rate. PSC should be calculated only from the direct costs for the project's implementation.

Implementing Partner Budgets

Administrative costs related to engagements with Implementing Partners should be borne by the partner. In instances where the financial, administrative or management capacity of the partner is limited, such costs maybe included within the partner budget. Where administrative costs are included, every effort should be made to keep them to a minimum. The aggregate PSC, combining both UNEP and implementing Partner(s) PSC should not exceed 13% of the overall budget.

GEF Funded Projects

GEF Implementing Agencies (such as the Implementing Partners on GEF Funded UNEP projects) are charged Project Management costs of 9% as part of the project budget in lieu of PSC, to cover costs related to the fulfilment of corporate responsibilities related to a host of issues.

Budget Development

During the concept development and project design stages, the Project Developer/Manager or Task Manager, in collaboration with the A/FMO prepares a realistic project budget**.** They will quantify the level of resources that need to be mobilized and identify possible sources of funding for the project. This may include resources already available within the organization or additional resources that need to be solicited from potential donors.

When developing the budget for a UNEP project, the following important points need to be considered:

- **The currency of reference for UNEP is the United States Dollar (US$).** The value of budget items in other currencies can be determined by applying the UN operational rate of exchange in effect at the date of approval of the project.

- **A/FMOs will validate and sign off the Budget Table prepared** in collaboration with the Project Manager and will provide guidance for budget estimates and in-kind contributions including staff costs.

- **Co-financing is mandatory for GEF funded projects** and is strongly encouraged for all other projects to strengthen the commitment of partners.

- **The relevant PSC rate(s) should be included in the total budget and described** in the description of the funding source whether secured or non-secured.

- **Project Preparation**: Project Managers can use a portion of available Environment Fund (EF) resources or Extra-Budgetary (XB) resources (not exceeding 10% of the total project budget) to strengthen project quality (e.g., stakeholder consultations). If the Project Manager wishes to use funding for project preparation, it should be approved separately using the UNEP Project Preparation Proposal Template or appropriate donor template (See Chapter 3 – Project Cycle Management (PCM). Where funds for such use are requested from the EF, they must be secured within the Division's or Regional Office's process for internally distributing its Environment Fund allocation.

- **Secured Funding:** The budget table should split funds by cash (secured, and non-secured) and in-kind for core and XB. Project Developers/Managers are encouraged to design projects so that they can be rolled out using a phased approach if they anticipate challenges in securing project funding in full. Project Managers should at all times share up-to-date information on secured funding with the responsible A/FMO.

- **Environment Fund:** Any Environment Fund contribution to the project should be captured under the cash and/or in-kind contribution that forms part of the total resource requirement. However, Environment Fund resources (both cash and in-kind contributions) should be included in the Budget Summary table under the Environment Fund (EF) cash or in-kind category.

- **Communication:** All projects should include provisions (generally 5% of the total budget) for communication and outreach activities. The Communication Division should be consulted to help define their roles and responsibilities.

- **Monitoring:** Project budgets should include provisions for data collection and monitoring, determined by the Project Manager/Task Manager in consultation with his/her supervisor and, ideally, the project steering committee.
- **Evaluation:** The costs required to assess the performance of UNEP work should be identified at the point of project approval. In cases of jointly implemented projects and where UNEP is to lead for the evaluation, 100% of the evaluation budget should be allocated to the UNEP budget.

Project Budget Development and Funding Workflow

STAGE	ROLE	RESPONSIBILITY
Project Budget Development	**Project Developer/Manager or Task Manager & Fund Management Officer**	Develop the Project Budget using IPMR. Budget development takes place in the Business Planning and Consolidation (BPC) module. In the event that a partner organization uses a different budgeting format or template, both formats should be completed, and a cross-reference table should be developed between the two budget formats to identify where UNEP budget categories align with cost categories in the donor format and vice-versa. The staff member developing a project should: • Understand UNEP's funding structure; estimate costs for project delivery; prepare a project structure that captures the logic of the project intervention and responds to the donor reporting requirements and responds to the project's logical framework. This is done in consultation with the A/FMO. • Ensure the project has at least 25% of the total budget, or US$200,000 (whichever is larger), secured before submitting the ProDoc to the Quality Assurance Section for the review by the Project Review Committee (PRC). This rule applies to new projects and those subject to revision. The threshold of 25% or US$200,000 includes Environment Fund (EF) contributions and staff costs. The EF funds should be included in the total planned budget and are captured under the EF cash or in-kind categories. It should be noted that funding secured by Trust Funds or Earmarked Contributions includes Programme Support Cost (PSC).

STAGE	ROLE	RESPONSIBILITY
Donor Scoping (if necessary)	**Project Developer/Manager, Division, Regional Office, Sub-Programme Coordinator, Donor Partnerships Section (CSD).**	In collaboration with relevant staff in the Division or Regional Office managing the project, the Project Developer/Manager explores funding possibilities, focusing on extra-budgetary (XB) funding sources, identifying potential donors who have been interested in supporting similar activities in the past, and engaging with them. The Project Developer/Manager should also engage with the relevant Sub-Programme Coordinator to ascertain the project's relationship to other projects in the organization's portfolio, potential linkages to these projects, and to the organization's Programme-level resource mobilization strategies. The Sub-Programme Coordinator and Project Manager work in coordination with the Resource Mobilization Unit in the Corporate Services Division. If a donor wishes to fund a new project or new activities within an existing project, the Project Developer/Manager must discuss the new activities/project with his/her supervisor, the Head of Branch or Unit and relevant Sub-Programme Coordinator to ensure the new work delivers on the organization's Programme of Work outcomes.
Due Diligence and Partnership Approval (if necessary)	**Project Developer/Project Manager, A/FMO, Partnership Committee and DoA**	In all cases when UNEP enters into a Donor Partnership with an organization that is not a UN Agency, government, or inter-governmental entity, Partner Validation and Due Diligence must take place, and the new partnership must be approved. No legal agreement can be signed if the donor or contributing partner has not been approved as a partner. See module on Partnerships for further information.
Project Review and Approval	**Project Developer/Manager, A/FMO, Project Review Committee (PRC), Programme Coherence and Assurance Unit (PCAU)**	Prior to negotiating and signing a legal agreement with a Donor, the project(s) to be funded must pass UNEP's concept and project approval processes. See module on Project Cycle Management (PCM) for further information. Once a Project Document and Budget has been internally approved by UNEP's Project Review Committee (PRC) The Project Developer/Project Manager must verify that any required changes are in line with the donor's recommendations and format. As far as possible, this should be done without making substantial modifications to activities, budget or timeline, as such changes would require a project revision.

STAGE	ROLE	RESPONSIBILITY
IPMR Creation and WBSE Approval	**A/FMO Project/Task Manager**	Once the project is approved, the Project manager creates the project in the IPMR including project basic information including title, programme of work linkage, objective, outcomes, outputs, activities, and a separate Work Breakdown Structure (WBS) for staff and evaluation costs. The project is then handed over to the A/FMO in the Division managing the project to create the different levels of the WBSE that map out the logic of the project intervention in terms of its outputs, responsibility, and nature of activity. The Division or Regional Office in charge of project implementation then takes over and creates the next levels of the WBSE. These should capture the project's intervention logic and division of responsibilities; they should also be sure to meet any donor reporting requirements. Further information on opening Work Breakdown Structure Elements (WBSE) can be found on the Project Structure - Work Breakdown Structure Elements (WBSE) page on WeCollaborate.
UMOJA Budget Approval	**Finance and Budget Team (CSD)**	Project budgets are approved by the A/FMO in the Divisions. There are instances where the Finance and Budget team of the Corporate Services Division approves projects in UMOJA.
Legal Agreement Negotiation	**Project Developer/Manager, Fund Management Officer, Financial Management Services (FMS) Section, Legal Unit, (CSD)**	Legal agreements should be negotiated and agreed according to the processes outlined in Chapter 3 – Legal Agreements. The A/FMO of the Division or Regional Office managing a project clears the financial provisions contained in the proposed legal agreement and sends it to the Financial Management Services (FMS) Section in the Corporate Services Division if financial clearance is required. If deviations from standard clauses exist, the legal agreement may need review by the Legal Unit, see Chapter 8: Legal Agreements for more information.

STAGE	ROLE	RESPONSIBILITY
Income Grant Creation	**FMS Section (CSD)**	Once signed, copies of legal agreements are sent to all parties involved. The finance staff in the relevant divisions create all income grants and request for receivable billing in Umoja. The staff uploads the agreements as part of the grant creation and billing in Umoja for the approval by UNON Accounts (UNON Trust Fund Unit-TFU). The TFU is the only entity authorized to approve the creation and receivable billing in Umoja for contributions from donors and member states. The finance staff in the divisions also confirms whether the contribution is subject to the UN Sustainable Development Group 1% levy. This is done based on the UNSDG 1% Coordination Levy Operational Guidance. FMS is responsible for the processing and issuance of invoices for all kind of contributions. Once FMS confirms that grant and billing has been approved, then the invoice is generated from the Umoja BI tool and reviewed and cleared by the unit supervisor. The is shared with the relevant division staff for onward dispatch to the donor. Invoices are sent by encrypted email to donors to mitigate the risk of online sharing of banking details. FMS monitors the receipt of funds on daily basis with the use of UNEP bank statement. The unit maintains an encrypted TEAM shared file with UNON Trust Fund Unit, such that all identified funds for various grants are submitted by FMS to UNON Trust Fund Unit to be applied (credited to the donor account) to the appropriate grants. FMS sends out weekly deposit report to A/FMOs to assist in identifying deposits with minimal information. The A/FMOs also confirms if their respective deposits have been duly applied to the appropriate grants. FMS issues an acknowledgement of receipt to be sent to the donor after the funds have been applied to the appropriate grants.
UMOJA Budget Creation	**A/FMO**	Divisions, Regional Offices and Other offices then proceed to unreleased and released approved budgets in line with the cash available on the grant and the project requirements which forms the basis of entering commitments and expenses in the system.

Additional Budget Contributions

Whenever an additional contribution is secured within the limits of a project that has been reviewed by the Project Review Committee (PRC), the contribution is reflected in the next budget revision. In case secured contributions are over and above the budget of the initial PRC-reviewed project, the increase is approved by either the Division Director or the Officer they have further delegated their authority to.

A/FMO should ensure that the Environment Fund allotment in UMOJA is aligned with the Environment Fund allocation for the Division or Regional Office within the programme, and that extra-budgetary allotments in Umoja are based on funding already received by UNEP.

Monitoring Financial Performance

It is the responsibility of the Project/Task Manager and A/FMO to monitor financial performance of a project, analyze any gap(s) between the actual expenditure and planned budget on a regular basis, and review the financial analysis against activity, Output and Outcome delivery and attainment of project milestones. Based on this review and analysis, the Project/Task Manager should direct the project to be delivered within the threshold of the total budget.

Approved projects are implemented using UMOJA's ECC/IP module, and grantor modules. Upon approval of new donor funding, a grant is created in UMOJA to record the revenue and any conditions that may be stipulated by the donor.

Managing and recording relevant expenditure information is critical for monitoring financial performance. Commitments and expenditures are incurred against approved allotments or released budgets for all funding sources. Divisions and Regional Offices process transactions in UMOJA and run reports both in the Business Intelligence (BI) and Enterprise Central Component (ECC) to view budget balances. For more information on UMOJA transactional processing, please refer to the job aid.

Project Financial Monitoring Roles and Responsibilities

ROLE	RESPONSIBILITY
A/FMO	In close collaboration with the Project Manager, the responsible FMO: • Ensures that staff working on the project are charged to the correct programme(s)/project(s). • Ensures the activities happen within the project duration. • Reviews requests for cash advances made by the Project Manager, certifying the availability of funds, and approving cash advances to the appropriate partners for implementation, ensuring compliance with UN Financial Rules and Regulations. • Manages provision of funding to Implementing Partners. FMOs create applications in the Grantor Management Module (also called Implementing Partner Module) of Umoja, approve grantor applications and clear Agreements/claims/and Payments and manage appropriate approval workflows depending on entity type and agreement size. Once approved these applications become 'agreements' in Umoja. All financial commitment, disbursement, monitoring, expenditure recording related to IPs is carried out within this 'agreement' object in the Implementing Partner module of Umoja. • Prior to the implementation of the Grantor Module in 2018, UNEP managed funding to Implementing Partners though Passthrough Grants (P1), use of which will be phased out in 2022. • Records expenditures based on reports submitted by Implementing Partners after validation by the Project Manager and A/FMO. • Monitors the project's financial performance and takes necessary management actions such as budget revisions or adjustments if necessary. • Requests intervention from the Project Manager to correct a contractual, financial, or accounting instance with Implementing Partners should there be a particular financial risk or in instances of non-compliance with rules. Once the project reaches its end date, it will be considered operationally closed. At this stage no additional financial commitments can be made, nor new expenditures can be incurred. During operational closure, the project team follows up with partners and contractors for final deliverables and reports, and ensures that all project activities are completed, liquidating open commitments, and clearing open advances.

ROLE	RESPONSIBILITY
A/FMO	• Once operational closure has taken place, the FMO initiates the financial closure of the project. At this stage the full accounts of the projects are reviewed, and actions taken to close all open items, process adjustments produce final financial reports to donors and deal with any unused balances.
A/FMO	• Prepare and certify financial reports to Donors in collaboration with UNON and CSD.
Project Manager/Task Manager	The Project or Task Manager: • Monitors the project budget and project expenditure, ensuring correct use of project funds for the delivery of targeted outputs and out-comes. • Monitors the financial performance of Implementing Partners and validates partner financial reports. As the project nears its completion, the Project Manager should contact the organization's Evaluation Office to schedule an end-of-term eval-uation. The Project Manager, should liaise with the Fund Management Officer and the Evaluation Office to ensure that a budget allocation is provided from the project funds to the Evaluation Office to carry out the evaluation.

Implementing Partner Monitoring

Managing and recording relevant expenditure information is critical when the project involves implementation by partners. Advances to Implementing Partners (IPs) on the basis of approved Project Cooperation Agreements (PCAs) or Small-Scale Funding Agreements (SSFAs) are processed using the Grantor Management Module/Implementing Partner Module of Umoja. Instructions and guidelines for types of transactions carried out in this module can be found on https://ilearn.umoja.un.org/

Expenditure reports from Implementing Partners, should be certified by authorized officials from the partner institution In the event of an audit of implementing partner expend-iture, supporting documentation is also required. For Implementing partners recognized as potentially high-risk, project staff should consider including arrangements for man-datory on-site financial reviews, follow up and spot checks to mitigate delays in project implementation and ensure accountability.

Financial Records: Partners are not required to submit supporting documents for financial expenditure unless requested as part of an audit but should maintain records of all expenditures supported by receipts and/or documents that include the amount, description of the cost, the date of payment, and the name and address of the person or vendor receiving the money. These records must be maintained for eight (8) years for EC funded projects and for at least five (5) years for all other funding.

Variance: UNEP will only accept expenditures that are in line with the approved budget. In general, up to 10% variation in actual expenditure on budget lines by implementing partners is considered acceptable, provided the expenditure does not exceed the overall allocation to the implementing partner. Variations above 10% should be reflected in an amendment to the relevant legal instrument.

Retention: UNEP normally retains 10% of the project value given to implementing partners until it has received expense reports for 100% of the agreed final expenditure of the implementing partners. For high-risk partners, it is prudent to keep 20% or more for the final payment.

Financial Monitoring of Implementing Partners - Roles and Responsibilities

ROLE	RESPONSIBILITY
Implementing Partner	Prepares and submits expenditure reports to the Project Manager using the UNEP template. These should be certified by authorized officials from the partner institution attesting to the accuracy of expenditures reported. For projects that are externally executed and involve Project Cooperation Agreements (PCAs), the Implementing partner needs to provide UNEP with a certified expenditure report as of 31 December of each year, and an annual audit report including at the time of the project's closure.
Project Manager/Task Manager/FMO	Reviews expenditures for alignment with targeted results. In the review of expenditures, the Project Manager/Task Manager and Fund Management Officers should ensure that • The cost is in accordance with the project aims and the results-based budget. • The cost is processed with sound business practices. • The cost is free of either a real or perceived conflict of interest with respect to any project team member or partner organizations. • The cost does not deviate from the UNEP's established practices or procedures; and • The cost is in compliance with local legal and regulatory requirements. Once the Project Manager/Task Manager is confident that the expenditure report reflects actual expenditure, and is line with the project aims, budget and obligations of the partner, they issue a written authorization to the Fund Management Officer.

ROLE	RESPONSIBILITY
Project Manager/Task Manager/FMO	For Implementing partners recognized as potentially high-risk, the Project/Task Manager should consider additional financial reviews and spot-checks to ensure financial accountability.
Fund Management Officer (FMO)	• Certifies advance payments to IPs in UMOJA in line with signed IP agreement. • Accepts expenditure reports submitted by IPs and certifies related claims in UMOJA.
UNON Accounts	• Approves and disburses advance payments to IPs, • Approves claims for IPs expenditure and refunds unused balances, after FMO certification. • Approves the closure of agreements upon completion

Financial Reporting

Expenditure reports should be reviewed in tandem with performance reports. The frequency of requirements for expenditure reports should be defined in the planning stage in consultation with A/FMO. The minimum requirement is the submission of expenditure reports every six months, one of which should be issued as of 31 December of each year. Quarterly expenditure reports can be requested if necessary, and FMOs can propose different reporting dates based on funding sources and reporting accountabilities, project duration and agreement duration.

The Budget Unit in CSD monitors expenditure incurred of umbrella/softly earmarked funds, Regular Budget, and OTA by Divisions and Regional Offices to verify adherence with approved budget, regulations and financial rules.. The Financial Management Services Section (FMS) in CSD monitors expenditure of earmarked funds. Using the UMOJA Business Intelligence (BI) module reports are extracted on a regular basis to monitor trends and identify irregular postings for corrective action.

Financial Reporting to Donors

Timely and accurate financial reporting to donors is extremely important to maintain confidence in UNEP's programmes and projects. Roles and responsibilities are described below:

ROLE	RESPONSIBILITY
FMO	• Holds primary responsibility for ensuring that the reporting is provided at the frequency agreed/described in the project funding agreement, and that the information provided is accurate and in the agreed format. • Requests UNON to produce financial reports and receives the signed Financial Report cleared by the Chief of Accounts Section, certifies, and sends to the Head of Finance in CSD for final signature (approval). • Using the established standard template in UMOJA BI, the FMO can generate donor financial reports, or request UNON to produce financial reports cleared by the Chief of Accounts Section. • Certifies donor financial reports.
UNON	• Responsible for clearing (reviewing and approving) financial reports to donors and submitting reports to the Head of FMS for final approval.
Head FMS	• Responsible for final approval of donor financial reports before these are submitted to donors.

Petty Cash

Petty cash is a convenient method to pay for day-to-day small, local expenditure items, where it is impractical to use other means of payment. It is also open to abuse, unless there are proper and effective controls in place. The operation of petty cash is governed by the UN Financial Rules. In UNEP rules and procedures for establishing and managing a petty cash account are described in the UNEP Standard Operating Procedure on Operation of Petty Cash Accounts. In summary, the following rules apply to the use of petty cash:

- All payments must be properly authorized, and they should not be used for:
  - Regular payments to vendors, which should be set up as Business Partners in Umoja (e.g., monthly office rental payments, cell phone bills, utility bills, training, online software purchases, etc.).
  - Payment of instalments or a series of individual bills to bypass the UN Maximum Expenditure Rules.
- The maximum funding of a Petty Cash Account should not exceed US$25,000, or equivalent in the currency of operation. The maximum overall cash advance limit to be authorized for individual Petty Cash Accounts is approved the Head, FMS.
- A Petty Cash Account can be established in local currency or US dollars, but only one currency can be used per Petty Cash Account.
- The maximum single transaction may not, under any circumstances, exceed US$1,000.
- The maximum aggregated (multiple accounts) petty cash limit, per Regional / Outposted office / MEA Secretariat, is US$25,000.
- Petty Cash expenditure may be recorded using different funding sources (coding blocks).

Further information is available on the Petty Cash Use and Management page of WeCollaborate.

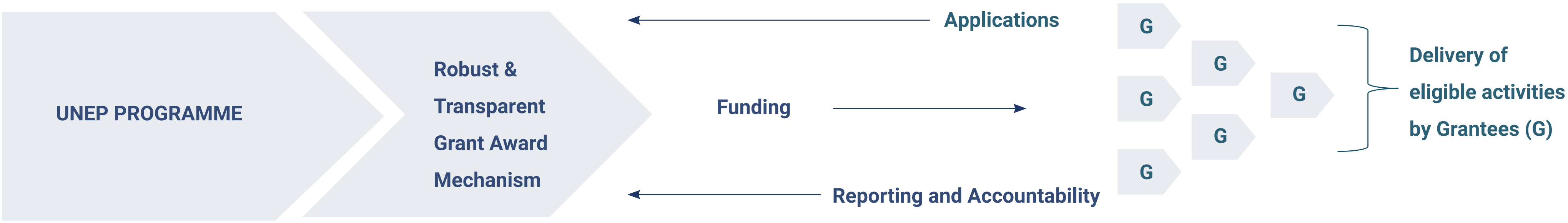
Equipment Management

In the management and inventory control of equipment and property, UNEP projects should follow UN definitions and management requirements as described in the table below: Further information regarding equipment management and procurement can be found on the Financial Management pages of WeCollaborate

Equipment Type	Definitions	Management Requirements
Serialized vs. Non-Serialized Property	Serialized Property is property that is assigned a unique identifier code for tracking thereof in Umoja. Property is serialized to meet physical verification requirements, to fulfil any legal requirements, for maintenance tracking purposes and for tracking of property of a sensitive nature. Any other property that does not meet these requirements are considered as Non - Serialized Property. The basic difference is that all Serialized Property is assigned a UNEP unique identified code for tracking and reporting purpose in Umoja. The basis of Serializing any Property is to confirm if UNEP has control over the property based on the legal agreement and the control criteria in listed in IPSAS 17 Property, Plant, and Equipment.	The basic idea is that UNEP has control over the property based on the on the legal agreement and the control criteria listed in IPSAS 17 Property, Plant, and Equipment (PPE). The PPE register is enriched with newly acquired control property as and when acquisitions are done which can either be project property or not provided UNEP has control over the property. At the end of a project, and depending on the stipulations in the project agreement, the ownership of any Serialized Property can either be either be transferred to a partner or recipient, or other project or disposed. For projects implemented by UNEP: • Disposal of Serialized Property purchased with project funds should be reviewed by the Local Property Survey Board (LPSB). • The disposal case approved by the LPSB should be part of the project closure documents. If transferring items to an external partner or another project, the signed letter of agreement or transfer should also be attached. • If any project property is non-serialized, the property is tracked at the project level by the project manager. The Head of FMS has delegated authority to approve the transfer of property to project partners after the transfer letter is approved by the A/FMOs and the project manager.

Managing Grant Award Mechanisms

Programmes can be designed with grant award mechanisms to disburse funds for eligible activities, to be implemented through eligible recipients. Projects or Programmes with grant award mechanisms must implement transparent and robust vetting and award processes, project governance structures, and monitoring practices to ensure compliance with UN Financial Regulations, Rules and procedures.



Further information and guidance on the requirements for establishing grant award mechanisms, along with examples of UNEP programmes with grant award mechanisms in place, can be found on the [Managing Grant Award Mechanism Projects] page on WeCollaborate.

Anti-Fraud and Anti-Corruption

The United Nations takes a zero-tolerance approach to fraud and corruption involving its staff members, other personnel and third parties in relation to their work with the United Nations. The promotion and maintenance of a culture of integrity and honesty is a basic requirement for combating fraud and corruption and a primary responsibility of all staff.

UNEP's Anti-Fraud and Anti-Corruption Guidelines, effective as of 1 December 2020, apply to all UNEP activities and operations at all organizational levels, from headquarters to regional, sub-regional, country and field offices and, from the programme, project to transaction levels. Staff members, other UN personnel and third parties engaged in operations on behalf of UNEP must be aware of their responsibility to prevent, detect, deter, respond to and report on fraud and corruption promptly.

UNEP's Anti-Fraud and Anti-Corruption Guidelines strengthen UNEP's prevention and response to incidents of fraud and corruption by:

- Providing concrete and practical advice to UNEP staff members in identifying potential risks areas
- Providing a clear and user-friendly guide and reference for both external and internal audiences for awareness of controls put in place by UNEP which are aimed at monitoring fraud and corruption
- Providing a consolidated procedure for sanctioning fraud and corruption UNEP's approach

The guidelines identify three additional actions that constitute, when established, misconduct, collusion, coercive practice, and obstructive practice.

Staff members are expected to abide by the standards and codes of conduct established for staff members and other UN Secretariat personnel. UNEP staff members must be guided by the standards of conduct prescribed in the UN Charter, the UN Staff Regulations and Rules, the ICSC Standards of Conduct for the International Civil Service, and the Status, Basic Rights and Duties of United Nations Staff Members (ST/SGB/2016/9). UNEP's Corporate Services Division (CSD) has developed specific guidance on Conduct and Discipline to provide information to staff and non-staff personnel on their rights and obligations, how to identify fraudulent acts and the necessary action to be taken.

Managing Fraud and Corruption Risks

Managing the risk of fraud and corruption is a critical part of UNEP's day-to-day activities. While it is the responsibility of all staff to assist in preventing and combating fraud and corruption, managers and supervisors have the added responsibility of establishing and maintaining proper internal controls to protect the Organization's resources from misuse. Staff members, particularly managers, including Project and Task Managers, and supervisors, should be familiar with the risks and exposures in their areas of responsibility and be alert to any indications of fraud and corruption.

Where a high risk of fraudulent acts has been identified within the general risk assessment of programmes/projects, an additional and specific fraud risk assessment may be necessary. The aim is to help management to identify and evaluate areas of the programme/project that are most susceptible to fraudulent acts and prioritize where UNEP should focus its resources for fraudulent acts' prevention and mitigation. Such prevention and mitigation measures should be monitored for effectiveness over time, and the fraudulent acts risk assessment process may be repeated periodically, utilizing lessons learned.

ROLE	RESPONSIBILITY
All Staff	• Uphold the standards of conduct prescribed in the Charter of the United Nations, the Staff Rules and Regulations, and UNEP's Anti-Fraud and Anti-Corruption Guidelines. • Complete the mandatory online training Preventing Fraud and Corruption at the United Nations. • Report any and all possible cases of fraudulent acts (OIOS has a dedicated hotline). • Ensure UNEP's resources are used for valid and authorized purposes. • Ensure there is no conflict of interest in your engagement with implementing partners. • Not engage in any outside activities, occupation or employment, whether remunerated or not, without the approval of the Secretary-General. • Assist in identifying, assessing, and responding to risks, including known fraud risk factors, potential fraud schemes, control gaps, red flag identification and mapping
UNEP Executive Director (ED)	The ED is responsible for promoting a culture of integrity and honesty within the Organization by ensuring staff members at all levels understand how the Secretariat acts to prevent, detect, deter, respond to and report on fraud and corruption. The ED is the Responsible Official for the investigation functions in UNEP. The ED is responsible for providing an annual report to UNEP's legislative body on the overall situation with regard to fraud and corruption.
Office of Internal Oversight Services (OIOS)	OIOS is responsible for conducting preliminary assessments of complaints of alleged fraudulent acts and to carry out fact-finding investigations.

ROLE	RESPONSIBILITY
Corporate Services Division (CSD)	CSD is the primary custodian of UNEP Anti-Fraud and Anti-Corruption Guidelines, and is responsible for conducting preliminary assessments of complaints of alleged fraudulent acts and carrying out fact-finding investigations. The Division is responsible for the management of the fraud/corruption risks and for monitoring the implementation of the Guidelines, through ensuring appropriate internal control mechanisms and customized training.
Assistant Secretary -General, Human Resources Management (ASG-OHR)	The ASG-OHR is responsible for assessing the investigation reports transmitted by OIOS or the Executive Director and making a decision on whether to initiate a disciplinary process, take managerial action or close the matter. The ASG-OHR also makes recommendations to the Under-Secretary-General for Management for action to be taken when a disciplinary process is initiated

The four internal and external oversight bodies that cover the United Nations Secretariat are: Office of Internal Oversight Services (OIOS), the Board of Auditors, the Joint Inspection Unit and the Independent Audit Advisory Committee. They assist in promoting a culture of compliance and integrity and in deterring fraudulent acts by independently assessing the adequacy and effectiveness of the internal control systems and, in the case of OIOS, undertaking investigations into possible cases of fraudulent acts.

Risk Management

Risk management is an integral element of Results-Based Management (RBM), and delivery of UNEP’s Medium-Term Strategy (MTS) 2022-2025 and Programme of Work (PoW) 2022-2023 will include an enhanced emphasis on it.

Contents

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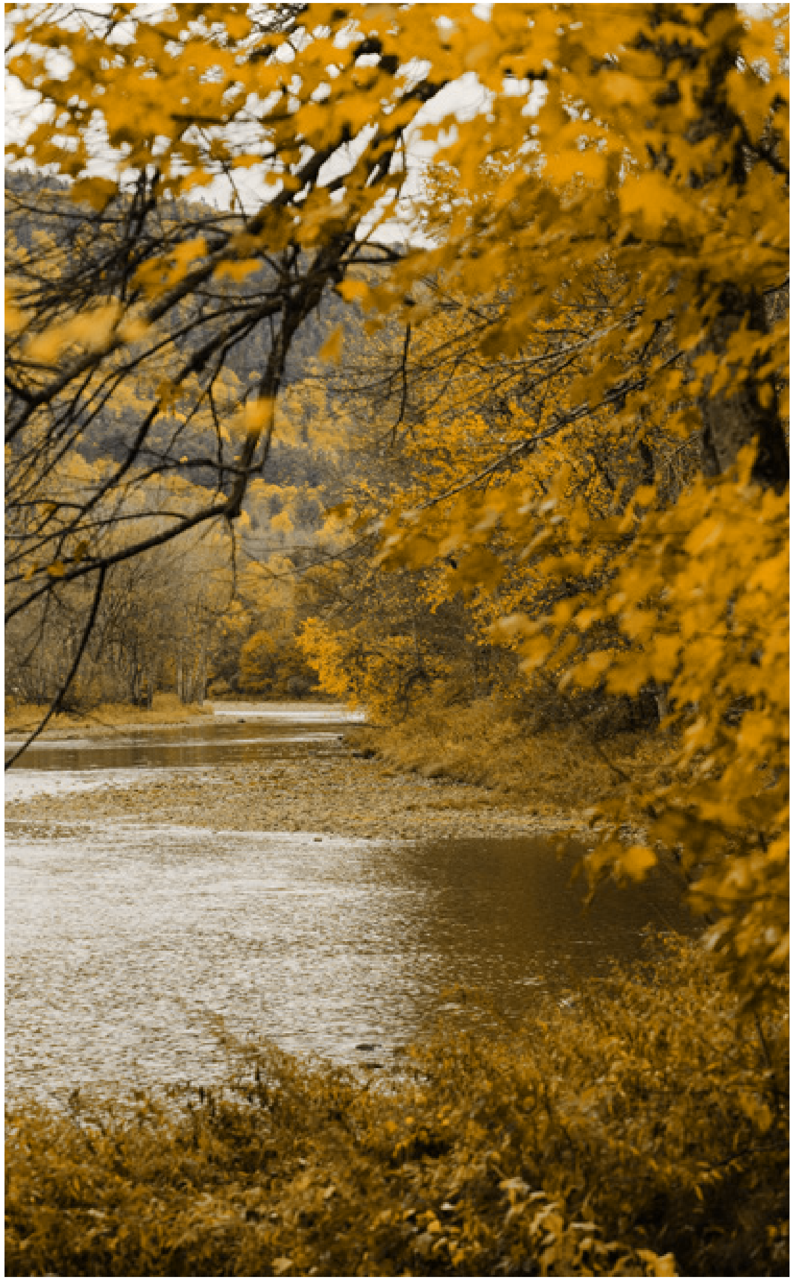


Risk Management in UNEP

UNEP employs Enterprise Risk Management (ERM), in line with UN Secretariat Enterprise Risk Management and the Internal Control (ERM/IC) Policy.

Enterprise Risk Management (ERM) facilitates effective strategic decisions and fosters dialogue at the most senior managerial level on critical matters facing the United Nations in an environment of increasing complexity and uncertainty. It supports enhanced accountability and contributes to the implementation of a best practice governance framework, through the transparent prioritization and clear ownership of objectives, risks, and managerial responses.

In UNEP, ERM involves embedding risk management in existing processes such as strategic planning, operational and financial management, programme and project delivery, and performance measurement and management, along with adopting consistent methods for the identification, assessment, mitigation, monitoring, and communication of risks.

ERM complements Results-Based Management by enabling effective objective setting with a clear, shared understanding of the internal and external uncertainties that may impact activities and the achievement of results. Risks and the effectiveness of related controls are also to be fully considered in the evaluation of programmes and relevant budgets. Elements of UNEP's ERM approach include but are not limited to corporate and division-level risk management, and UNEP's Environmental and Social Safeguards Framework (ESSF) which applies a risk-informed approach to addressing environmental and social risks and impacts. UNEP's Enterprise Risk Management and Internal Control guidelines (July 2021) provide greater information about the organization's approach.Every UNEP Division has a risk focal point; and risk assessments are integrated into programme and project review and management cycles. Risks can have an adverse effect on project results, but well-mitigated risks can also provide an opportunity to learn and strengthen approaches to project delivery

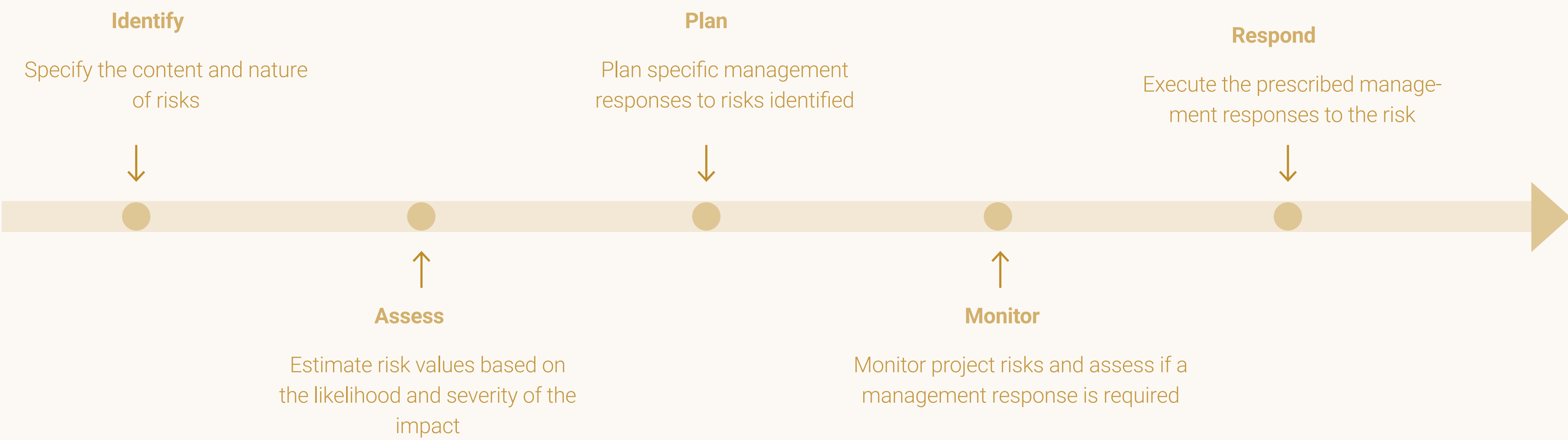
DEFINITIONS	
Risk	An uncertain event or condition that might occur during programme or project implementation and has an adverse effect on results.
Issue	A risk that has already occurred/materialized.
Impact	Result or effect of an issue. There may be a range of possible impacts associated with an issue and the rating scale goes from 1 (low impact) to 5 (significant).
Likelihood	The possibility that a given risk will occur. Rating scale for this is: 1 (unlikely) to 5 (expected).
Internal Control	Policies and procedures that help ensure risk responses are carried out properly and in a timely manner, include a range of activities, as diverse as approvals, authorizations, verifications, reconciliations, reviews of operational performance, physical controls, and segregation of duties.
Control Effectiveness	A measure of how reliably the internal control operates. The rating scale for it goes from 1 (highly ineffective) to 5 (effective)
Residual Risk	The remaining risk after management has taken action to alter the risk's likelihood or impact.
Risk Owner	The person(s) responsible for identifying and determining the available and appropriate course of action to manage the risk(s)

Project-Level Risk Management

A risk is an uncertain event or condition that might occur during project implementation. Risks can have an adverse effect on project results, but well-mitigated risks can also provide an opportunity to learn and strengthen approaches to project delivery. Risk management is an integral part of RBM, as risks are closely linked to project results. To achieve meaningful results, risks must be treated and responded to effectively.

A risk-management strategy allows for risks and their potential impacts to be identified, assessed, treated, and monitored. While identification and assessment of risks should be addressed at an early stage of project design, overall risk management should be considered an iterative process since the potential impacts of anticipated risks may change, and new risks can emerge throughout the project life cycle.

Risk management strategies for UNEP projects should be prepared and implemented based on the following steps:



Risk Identification

As a first step a Project/Task Manager needs to identify potential risks in a project. Stakeholders, project team members and implementing partners should all be engaged in the risk identification process. Interviews, brainstorming, and a review of lessons learned from similar projects are among the techniques that can be used.

Three processes involved in the project design phase also provide a useful opportunity for risk identification and assessment, these are development of the project's Theory of Change (ToC), the project stakeholder analysis, and the assessment of Environmental and Social Safeguard risks and completion of the Safeguard Risk Identification Form (SRIF).

More information on the SRIF can be found further on in this chapter, and in Chapter 3: Project Cycle Management (PCM). Module 2 of the UNEP RBM course provides further information on risk identification during the concept development and project design stage. It is recommended that all staff involved in UNEP projects complete this online course. See Chapter 9: Human Resources – Mandatory Training for further information.

An integral element of the UNEP Project Document (ProDoc) is the Risk Assessment Table. Other donor formats also include risk assessments as a core component of their project documentation. The ProDoc asks Project/Task Managers to document all identified risks during concept development and project design, categorized by Project Management Risks and Environmental and Social Safeguards Risks.

Project Management Risks

Project Management risks often relate to the project approach, partners, and budget, including any unexpected circumstances that may arise. The ProDoc Risk Assessment table requires the following information:

Risk Description	What is the nature of the risk?
Category	Economic, Political, Organizational, Reputational, Financial, Gender-Responsiveness, Administrative
Impact Severity	If the risk occurs, how severely will it impact the project? Rating scale: 1 (low), 2 (moderate), 3(high), 4(significant) – 5 (critical)
Likelihood	What is the likelihood of the risk occurring? Rating scale: 1 (rare), 2(unlikely), 3(likely), 4(highly likely) 5 (expected)

Risk Management Strategy and Safeguards	How will the risk be treated and responded to? Treatment and response are the two main components of risk mitigation.
By When and Whom	When or how frequently will the risk be monitored, and who is responsible for this task? Clear roles and responsibilities in the management of the risks should be determined. Stakeholders cannot be given such responsibilities. It is the responsibility of UNEP to monitor and manage risks inherent in its projects.

Risks can involve both external and internal factors. External risks are those that might occur outside the control of the programme or project. They represent factors of the project environment including political, economic, environmental, and social conditions. Internal risks are those over which project staff have greater control as part of good project-cycle management such as risks related to human resources, procurement, funding, and implementing partner capacity. Examples of key risks that should be considered during risk identification are described below. The UNEP Risk Analysis Table can be used as a reference to identify different types of risks.

External Risks

Economic

- Financial environment (inflation, exchange rate, banking infrastructure, communication infrastructure, etc.)
- Relationship between the beneficiary countries and donors

Political/Social

- Political stability in countries and regions where projects are to be implemented.
- Government change during implementation period and impact on support for the project or on turnover of staff responsible for project delivery.
- Lack or decrease of security at regional and country levels, or conflict risk.
- Lack of good governance in structures and institutions engaged in implementation of the project.
- Government/partners/beneficiaries not honoring their commitment or buy-in to the project.
- Challenges gaining beneficiary buy-in or participation.

Environmental

- Natural Disaster (Flood, cyclone, earthquake, etc.) and potential impact on project delivery.

Gender-responsive

- Equal/appropriate participation, representation and/or access of women and men – in decision-making as well as project implementation activities.

Internal Risks

Partnership Risks

Risks associated with partners include, inter alia, reputational, fiduciary and administrative risks. UNEP's partnership due diligence procedure consists of evaluating the suitability of the prospective partner, and their credentials in relation to human rights and gender equality, technical and strategic capacity to carry out project activities, current or previous experience with UNEP, audit concerns, and essential financial and administrative information, including procurement, and potential conflicts of interest.

The partnership assessment procedure considers the planned partnership activities specifically from a risk perspective. Risks relating to legal, financial, operational, technical, reputational, economic, political, organizational, environmental, and social aspects, including any specific risks related to breach of contract, ability to deliver outputs, safeguards, fraud, and corruption should be identified and assessed.

All risks identified, including those identified during partner validation and due diligence, that are assessed as medium or high must be entered into a risk mitigation plan. For Implementing Partners recognized as potentially high-risk, project staff should consider including arrangements for mandatory and regularised performance surveys and reviews (including financial reviews); on-site inspections; follow-ups and spot checks to mitigate delays in project implementation and ensure accountability. These aspects should be resourced, and expressed in relevant Partnership Agreements to ensure agreed risk management. See the chapter on Partnerships for further information.

Human Resource (HR) Risks

Human resources are key to good project-cycle management and the successful delivery of project outcomes. Recruitment in UNEP is subject to complex rules and procedures which must be followed but which take time to navigate and complete.

On projects that require additional human resource through the hiring of staff, contractors or consultants, good recruitment planning is essential to avoid recruitment risks related to length of time to complete hiring procedures, or ability to identify and source required expertise. Potential HR risks should be identified and assessed during the concept development and project design stage. Where possible, outsourcing the recruitment either to the Partner or to a Third Party could be examined. See the chapter on Partnerships for further information.

Procurement Risks

There are risks in each phase of the procurement process that can affect the delivery of a project or programme's outcome, and there are organizational and commercial measures that can be taken to mitigate those risks. Risks to successful procurement include external factors such as time taken by donors to approve project activities and budgets which can impact on project timelines, and internal factors such as complexity and duration of procurement procedures depending on the type and value of goods, services and works required, along with inadequate planning which can lead to delays in delivery and generate friction among colleagues.

By involving Requisitioners in the early planning stages and developing a project acquisition plan, project personnel can ensure that requirements for procurement are properly integrated. There are multiple risks and consequences at each stage of the procurement process; managing these risks is part of the professional responsibility of Requisitioners and Procurement Officers. Further guidance on planning and executing procurement activities can be found in the Procurement chapter and in the UN Procurement Manual (2020 - Section 15.3).

Environmental and Social Safeguard Risks

UNEP's Environmental and Social Safeguard Framework (ESSF) aims to strengthen the sustainability and accountability of UNEP programmes and projects, through respect for human rights and by protecting people and the environment from potential adverse effects of project interventions. The ESSF sets out UNEP's commitment to sustainable development and environmental and social standards and aims to integrate them into the concept development and design of programmes and projects as well as during project implementation, monitoring, reporting and evaluation.

The ESSF sets out eight (8) environmental and social Safeguard Standards (SS) for UNEP programmes and projects to meet. It establishes procedures for identifying and avoiding, or where avoidance is not possible, mitigating environmental, social and economic risks. The ESSF applies to all UNEP programmes and projects, UNEP-Administered MEAs, Implementing Partners, Executing Agencies, and Contractors.

UNEP's eight (8) Safeguard Standards (SS)

SS1	Biodiversity, Ecosystems and Sustainable Natural Resource Management	**SS5**	Cultural Heritage
SS2	Climate Change and Disaster Risks	**SS6**	Displacement and Involuntary Resettlement
SS3	Pollution Prevention and Resource Efficiency	**SS7**	Indigenous Peoples
SS4	Community Health, Safety and Security	**SS8**	Labour and Working Conditions

Safeguards Risk Identification Form (SRIF)

UNEP environmental, social and economic risks are screened using the Safeguards Risk Identification Form (SRIF). The SRIF is used to identify and assess potential safeguard risks of proposed projects and their levels of significance, and to address them adequately by avoiding, mitigating or minimizing them in a structured, consultative and planned manner. The SRIF is a mandatory step in the concept development and project design phases of all projects. It forms part of the package of documents submitted to UNEP's Concept Approval Group (CAG) and Project Review Committee (PRC).

ROLE	RESPONSIBILITY
Project Manager / Developer or Task Manager	Contact the UNEP Safeguards Advisor early in the concept development/project design stage. Complete the SRIF during concept development utilizing the SAGE online system and revisit and update the form during project design.
Safeguards Advisor	Provide advice and guidance on identifying and assessing safeguard risks, and completion of the SRIF. Comments and clears the SRIF in consultation with the Project Managers/Developers or Task Managers.

The SRIF categorizes safeguard risks in one of three categories:

Low Risk

Low risk programmes and projects typically do not require further environmental and social analysis or management measures beyond application of the ESSF Guiding Principles, stakeholder engagement and access to complaints and grievance mechanism.

Moderate Risk

Moderate risk programmes and projects typically require targeted environmental and social analysis and application of recognized good international practice; in certain circumstances comprehensive forms of assessment may be required, along with an Environmental and Social Management Plan (ESMP).

High Risk

Low risk programmes and projects typically do not require further environmental and social analysis or management measures beyond application of the ESSF Guiding Principles, stakeholder engagement and access to complaints and grievance mechanism.

UNEP's ESSF Policy, and detailed information about UNEP's eight (8) Safeguard Standards, the Safeguards Risk Identification Form (SRIF), along with other useful information and contact details for the UNEP Safeguard's Advisor can be found on the Safeguards page of WeCollaborate.

Assessment of Risk

For each identified risk, whether that is a project management risk, environmental or social risk, partnership or procurement risk, or other, the Project Manager/Task Manager needs to assess:

- **Likelihood** – the possibility of an event to occur
- **Impact severity** - how the event would affect the achievement of outputs

This assessment will guide prioritization in risk management and provide the basis for selecting suitable management responses. Project/Task Managers are encouraged to use quantitative analyses wherever possible for objective evaluation of risk values.

The following scoring criteria exist in UNEP as a guide for measuring the impact, likelihood and level of internal control of identified risks:

Measuring Impact

	Rating	Duration	Organizational Scope	Reputational Impact	Impact on Operations	Financial Impact
5	Critical	Potentially irrecoverable impact	Organization wide	Reports in international media for more than one week	Inability to continue programme project operation	>5% of the project budget
4	Significant	Recoverable in the long-term (24-36 months)	Significant ongoing interruptions / within 2 or more project offices or locations	Comments in international media/forum	Disruptions in operations for one month longer	<5% of the project budget

UNEP Enterprise Risk Management and Control – a guide for the implementation of UNEP-wide framework, August 2020.

	Rating	Duration	Organizational Scope	Reputational Impact	Impact on Operations	Financial Impact
3	High	Recoverable in the short-term (12-24 months)	Moderate impact / within 1 or more project offices or locations	Several external comments within country	Disruptions in operations for less than one month	<3% of the project budget
2	Moderate	Temporary (less than 12 months)	Limited impact within project office or locations	Isolated external comments within country	Moderate disruption of one week or less	<2% of the project budget
1	Low	Not applicable, or limited impact				<1% of the project budget

Likelihood Measurement

	Rating	Certainty	Frequency
5	Expected	>90%	Yearly, and/or multiple occurrences in a year
4	Highly likely	<90%	Every 1- 3 years
3	Likely	<60%	Every 3 – 7 years

Internal Control/Management Effectiveness Measurement

	Rating	Description
5	Effective	Controls are properly designed and operating as intended. Management activities effective in managing and mitigating risks.
4	Limited improvement needed	Controls and management activities are properly designed and operating somewhat effectively with some opportunities for improvement defined.
3	Significant improvement needed	Key controls and/or management activities in place, with significant opportunities for improvement identified.

	Rating	Certainty	Frequency
2	Unlikely	<30%	Every 7 – 10 years
1	Rare	<10%	

	Rating	Description
2	Ineffective	Limited controls and/or management activities are in place, high level of risk remains.
1	Highly ineffective	Controls and or management activities are non-existent or have major deficiencies and do not operate as intended.

Treating and Responding to Risks

ROLE	RESPONSIBILITY
Project Manager / Developer or Task Manager	Seek guidance and take proactive decisions to develop plans for treatment of risks and management responses to minimize the likelihood and impact of the identified risks. Record risks, ratings, internal controls and responses in a risk register that is regularly reviewed and updated.
Safeguards Advisor	Provide advice and guidance on managing environmental and social safeguard risks.
Fund Management Officer	Provide advice and guidance on managing financial risks.
Gender Advisor	Provide advice and guidance on managing gender risks.

In planning management responses for risks, the costs of the management responses should be examined against the cost of not managing (accepting) the risk. Fund Management Officers can be consulted to identify suitable management responses to financial risks.

.A risk register (sometimes known as a risk log) is a tool used to provide general information on risks or issues, to describe them, and to present the risk category, impact, likelihood, owner, risk drivers, internal controls, and response. An example of a risk-register, using UNEP's ERM approach is illustrated below:

Example of a Risk Register

Risk Number: ***1***	**Risk Category**	**Impact**	**Likelihood**	**Internal Control Effectiveness**	**Residual Risk (Impact X Likelihood) – Level of Internal Control**	**Risk Owner**
		1-5	*1-5*	*1-5*		

Risk Definition	Description and nature of the risk	
Key Drivers	**Internal Controls**	**Risk Response**
A description of factors that cause, influence or contribute to the risk.	Can include activities, as diverse as approvals, authorisations, verifications, reconciliations, reviews of operational performance, physical controls, and segregation of duties.	Action being taken to treat and respond to the risk

Risk Treatment and Management

Common treatment and management responses to risks can be characterized as follows:

AVOID/PREVENT	REDUCE	INTERNAL CONTROL MONITORING	TRANSFER	ACCEPT
The adoption of prevention plans aimed at preventing the risk occurring by treating the risk contributing factors.	Through the deployment of response strategies, and appropriate risk treatment measures, to decrease the probability of the event occurring or reduce the impact of the event should it occur.	Control activities include approvals, authorizations, verifications, reviews of performance, physical controls and segregation of duties. Preventive controls are designed to limit the possibility of a risk maturing and an undesirable outcome being realized.	The transfer of risk exposures to external parties through mechanisms as insurance or outsourcing to ensure that a third party takes on responsibility for some of the impact.	Risks that can be managed in this way are those that have a low-risk exposure and a level of internal control effectiveness deemed high. A risk may be accepted, and considered either inherent in the environment, or an integral part of the activities necessary to achieve defined objectives.
EXAMPLES				
When holding a workshop that might be threatened by political unrest in the host country, a video conference can be convened instead, or the workshop can be re-scheduled to avoid disruption.	To reduce the likelihood of adverse effects from exchange rate fluctuations, funding can be disbursed in separate instalments.		In case a project might suffer significant financial impact from any delays by a contractor, relevant clauses can be included in the legal instrument to make sure the contractor bears the costs of delay.	

Management of Environmental and Social Safeguard Risks

In the case of Environmental and Social Safeguard risks, the development of an Environmental and Social Management Plan (ESMP) may be required, depending on the categorization of such risks in the Safeguard Risk Identification Form (SRIF). Further information is available in UNEP's Environmental and Social Social Framework (ESSF) Policy.

Risk Monitoring and Management

Project/Task Managers need to monitor and analyze project risks on a regular basis and implement the relevant management responses as risks emerge during project implementation. The Risk Log and management plan provides a basis for monitoring the risks and associated management responses. Project Managers should maintain and update Risk Logs and management plans, including ESMP, throughout the project cycle. In monitoring risks, the Project/Task Manager needs to review:

- Whether the identified risks have changed or become outdated
- Whether the planned management responses need to be modified
- Whether new risks have emerged

When risks are re-assessed or additional risks are identified, the Project/Task Manager needs to capture the information in the project risk register and prepare relevant management responses. Frequent communication with partners implementing a project can better inform the risk-monitoring process. Whenever a risk occurs during project implementation, the project team should refer to the risk management plan developed during the planning stage and execute the prescribed management responses described in the risk register. If a high-impact risk occurs, the Project/Task Manager is responsible for bringing the issue to the attention of the responsible Director and project steering committee for a decision on a response.

UNEP has taken steps to strengthen the project Quality Enhancement Reviews (QERs) and project Mid-Term Reviews (MTRs) to support project risk monitoring and management and identify projects at risk of not meeting targets. When a risk management action is taken, the Project/Task Manager should update the risk register.

Project Review Committee (PRC) and Risk/Need Assessment

The Project Review Committee (PRC) reviews and assess the quality of projects before the formal approval of a Project Document and prior to submission to a donor or before signing a donor agreement. The PRC which includes the Safeguards Advisor reviews risks presented in the ProDoc and the plan for risk mitigation.

The risk evaluation process is evolving in UNEP, and a more rigorous assessment system will be established in 2023.

PIMS - Project-at-Risk System

UNEP maintains an electronic Project-at-Risk system in its Programme Information Management System (PIMS) to enhance performance management and risk monitoring at the project, programme, and corporate level. In future it is expected that a similar function will be developed in IPMR but until this takes place, it is advised that the risk thresholds described below are used at divisional level to track project performance and identify projects at risk of under-performing. Within PIMS, projects that exceed any of seven (7) specific thresholds were considered 'at risk' until the identified criteria are once again within the acceptable thresholds. The system helps identify systematic issues that require corrective actions by project and senior management. A rigorous definition of a 'project at risk' and a comprehensive risk management system is critical (monitoring and tracking of agreed timebound actions). Based on the automated data generated by PIMS, the Deputy Executive Director held monthly meetings with Directors to review the projects at risk and related management actions. It is the responsibility of the Project Manager to ensure that data in the Programme Information Management System reflects the latest information on the project's performance. The seven (7) risk thresholds are:

CATEGORY	RISK THRESHOLD
Budget	**1. Overspending:** Projects with accumulative expenditure 5% over the current year's accumulative allotment (exclude first six months as project is starting up) **2. Underspending:** Projects with accumulative expenditure less than 50% of the current year's accumulative allotment (exclude first six months as project is starting up) **3. Insufficient Funds:** Projects with secured funds being less than 30% of the approved budget
Project Performance	**4. Off Track:** Projects with a red (off-track) project performance rating (less than 60% of milestones met in the last six-month reporting period)
Project Cycle Management	**5. Slow-Maturing Projects:** More than six months have passed from the Project Review Committee's review meeting and the projects have not yet been approved. This measure tracks corporate efficiency, not project efficiency. **6. Ageing :Projects:** Projects that have surpassed the approved and agreed closure date for operations. Projects that are ongoing beyond this date are not permitted without authorization. Waivers to extend operation may be sought well in advance (3-6 months before closure). **7. Unclosed Projects:** Completed projects pending administrative closure, with all compliance actions addressed.

Evaluation

UNEP is held accountable for the quality and delivery of its work through evaluations and other assessments, such as management-led Reviews. The evaluation function promotes learning and accountability and is a key source of credible, timely, evidence-based information for decision-making. It is a vital component of the organization's Results-Based Management (RBM) approach.

Contents

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Evaluation Function

In the context of UNEP, evaluation is defined as an assessment, conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance. It analyses the level of achievement of both expected and unexpected results by examining the results chain, processes, contextual factors and causality using appropriate criteria such as relevance, effectiveness, efficiency, impact and sustainability . The mandate for evaluation in UNEP covers all projects of the Environment Fund, related trust funds, earmarked contributions and projects implemented by UNEP under the Global Environment Facility (GEF), the Green Climate Fund (GCF) or other donor and partnership agreements.

The Evaluation Office is the central coordinating unit of the UNEP evaluation function and is located as a separate unit of the Executive Office, reporting directly to the Executive Director. Independently, it plans, conducts, and follows up on evaluations that report on UNEP's performance in implementing the Programme of Work (PoW). The Evaluation Office carries out:

- Project-level Evaluations
- Strategic and cross-cutting thematic Evaluations (including sub-programme Evaluations)
- Impact Evaluations
- Programme/portfolio Evaluations
- Joint Evaluations.

To ensure transparency, full disclosure is a key guiding principle, and all evaluation reports are publicly disclosed.

Assessments of projects, programmes, strategies, policies, topics, themes, or sectors that are commissioned and overseen by UNEP staff outside of the Evaluation Office are termed management-led Reviews. In UNEP these are most commonly either project Mid-Term Reviews or Terminal Reviews. The principles and purpose of evaluation apply to management-led Reviews.

Detailed information on the evaluation function, can be found on the Evaluation Office page of WeCollaborate, and further information is available on the Evaluation Office's external website.

Evaluations and management-led Reviews serve three (3) key purposes:

Learning

A strong culture of evaluation is a prerequisite for a learning organization. Evaluation helps UNEP to learn from experience and better understand why – and to what extent – intended and unintended results were achieved and to analyse their implications. This learning is the driver for innovation and continuous improvement

Accountability

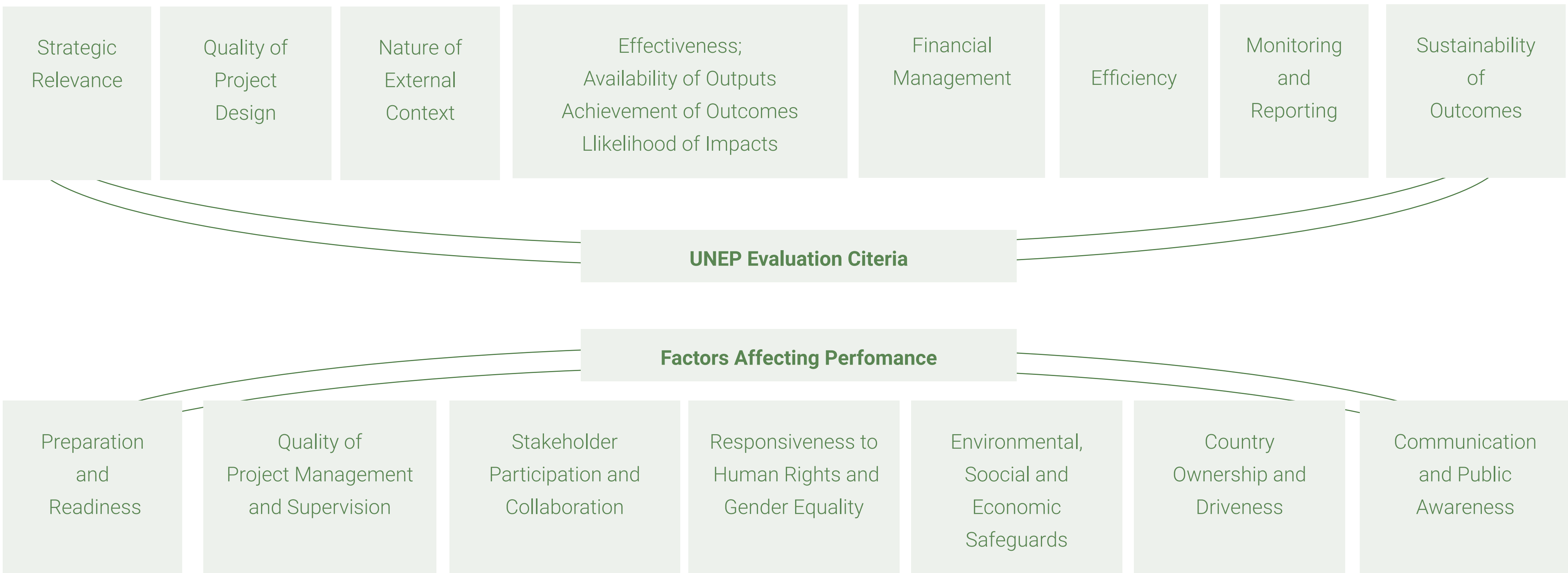
Evaluation is an integral part of the accountability framework and is an important source to understand organizational performance. The transparent reporting of evaluation results enhances Member States' confidence in UNEP's ability to deliver on the mandates entrusted to it.

Evidence-based decision-making

Evaluation supports better decision-making. It is used to inform planning, programming, budgeting, implementation, and reporting and contributes to evidence-based policymaking and organizational effectiveness. Evaluation and feedback are critical to effective results-based management.

Principles and Criteria

UNEP's evaluation function is guided by principles at the core of international good evaluation practice as set out in the United Nations Evaluation Group (UNEG) Norms and Standards, UNEG ethical guidelines and the UNEG Code of Conduct for Evaluation. The UNEG norms for evaluation are Utility, Credibility, Independence, Impartiality, Professionalism, Ethics, Transparency, Human rights and Gender Equality. These norms and standards, codes and guidance are set out in the UNEP Evaluation Policy and are adhered to in the design, management and conduct of evaluations, and throughout the structures and operations of the evaluation function. In accordance with the Universal Declaration on Human Rights, UNEP evaluations consider the human rights dimensions, including non-discrimination and equality issues as appropriate, across all evaluation criteria. In particular, the Evaluation Office recognizes the importance of gender equality, both as a human right and as a fundamental dimension of development.



UNEP Evaluation Types

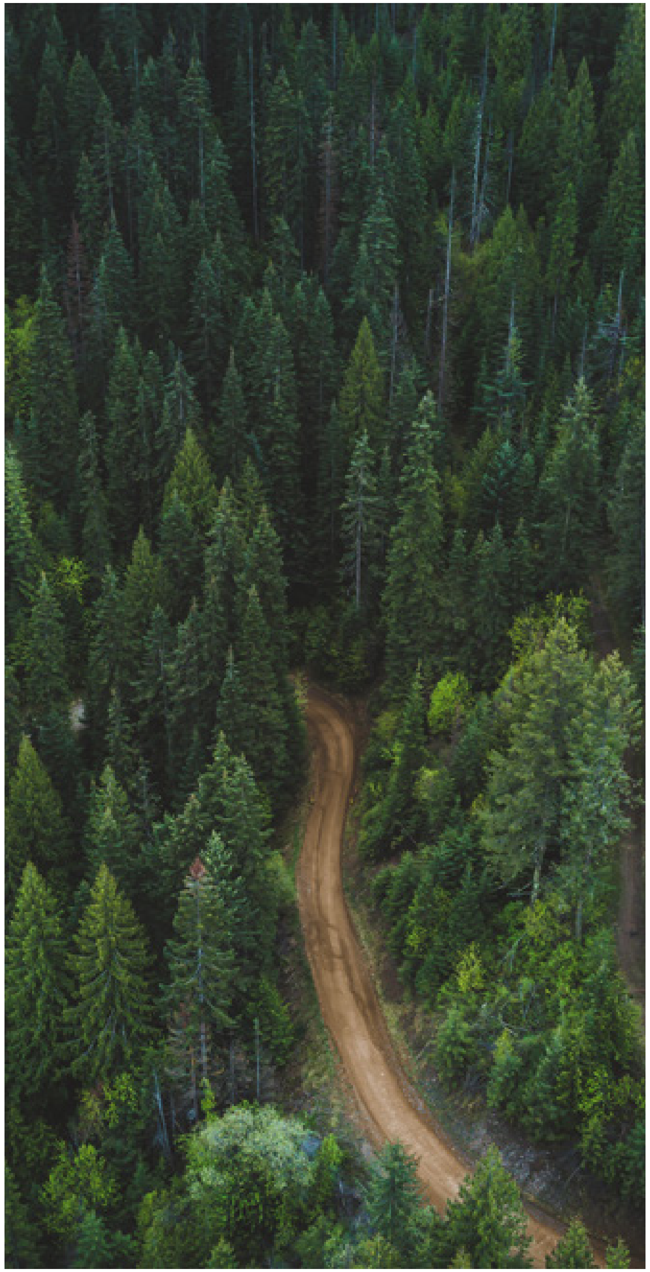
Project Evaluations

- **Mid-Term Evaluations or Reviews** are undertaken approximately half-way through the implementation of projects with a duration greater than 4 years. They analyze whether a project is on track, what problems and challenges the project is encountering and which corrective actions are required.

- **Terminal Evaluations or Reviews** of projects are undertaken at / after operational completion. They assess the overall performance of the project with respect to its agreed intent/goals.

Terminal and Mid-term project evaluations may be conducted by the Evaluation Office if it elects to do so. Where a project performance assessment is required according to internal UNEP or external donor requirements, and the project has not been selected for evaluation by the Evaluation Office, a management-led Review will be conducted. The responsibility for management-led Reviews rests with Divisions, and their Project/Task Managers or Programme Managers. All projects and programmes must include a budgetary provision from secured resources to support the costs of independent evaluations / management-led Reviews.

Project-level Evaluations and management-led Reviews issue recommendations that are tracked for compliance. They also identify lessons of operational relevance for future project design and implementation. Project level evaluations feed into evaluations of programmes, portfolios and sub-programmes. Project level evaluations managed by the Evaluation Office are selected purposively to reflect UNEP's strategic intentions and results' commitments. When preparing its annual evaluation plan, the Evaluation Office requests information on upcoming project completions in the 4th quarter of the previous year. The request is sent / copied to Evaluation Focal Points and all relevant staff across UNEP Divisions and Offices. The Evaluation Office collates the information received from the Evaluation Focal Points and requests verification of the final lists from Divisional Directors.



Selection of a project for evaluation by the Evaluation Office is more likely where:	Selection of a project for evaluation by the Evaluation Office is less likely where:
» Projects make a large contribution to the UNEP PoW results framework	» Organisational units and the work of Project / Task Managers have been exposed to frequent evaluation in the past
» Projects contribute to parts of the UNEP PoW that have had less evaluative attention in the recent past	» Projects have been evaluated frequently in previous phases
» Projects that, together with others, form a coherent portfolio / cluster evaluation	» Projects have output-oriented designs
» Projects that represent an area of work of strategic importance to UNEP	» Projects have low levels of expenditure
» GEF projects when UNEP acts as both the Implementing and Executing Agency	
» Projects that are implemented in geographic regions that have previously been less evaluated and / or projects are managed by Regional Offices	
» The selection of a project for evaluation contributes positively to a proportional balance of GEF and non-GEF projects	
» Projects that fall under the scope of upcoming strategic evaluations (e.g.: sub-programme evaluations)	

The Evaluation Office prepares a scheduled evaluation plan, whereby the Evaluation Office prepares a list of the projects scheduled to reach operational completion in the coming year, and thereafter, a determination is made as to which projects will be independently evaluated and which will require management-led Reviews. Each Project Manager / Task Manager is informed of the decision pertaining to each project under their management authority. The decisions are communicated to the relevant Branch / Unit Heads, Portfolio Managers, Sub-programme and GEF/GCF Coordinators.

The Evaluation Office considers UNEP PRC-approved projects as the building blocks for delivery of the PoW and project evaluations are undertaken at this level. The Evaluation Office does not undertake evaluations for specific grants that may partially fund PRC-approved projects (Project Review Committee, PRC)

Portfolio and Programmatic Evaluations

When a cluster of thematically related projects require evaluation the Evaluation Office may, in the interests of cost efficiency, conduct a portfolio / programme evaluation where the performance of the cluster of projects is evaluated in a single exercise. In addition to assessing and rating the performance of the individual projects in the portfolio / programme, the evaluation will also assess whether opportunities for collaboration, complementarity and synergy have been fully exploited and if duplication of effort has been avoided between the projects.

UNEP's Evaluation Office plans and undertakes several other types of independent evaluations including strategic and thematic evaluations of the PoW and MTS, sub-programme evaluations, and impact studies and evaluations. Greater information on these types of evaluations can be found in the UNEP's Evaluation Manual and Evaluation Policy and other guidance documents on the Evaluation page of WeCollaborate.

Project-Level Evaluation/Review Requirements

How to determine the evaluation requirements of individual projects:

<table>
<tr><th></th><th>MID-TERM EVALUATION</th><th>MID-TERM REVIEW</th><th>TERMINAL EVALUATION</th><th>TERMINAL REVIEW</th></tr>
<tr><td rowspan="2">Criteria for determining type of assessment</td><td colspan="2">Projects of less than four years’ duration are not required to undertake a mid-term assessment as part of standard UNEP practice, although it may be required by a donor.

Projects with four or more years’ implementation must undertake a mid-term assessment (Evaluation/Review)</td><td rowspan="2">The Evaluation Office undertakes Terminal evaluations of a sample of completing projects. Terminal Evaluations selected at the discretion of Evaluation Office based on defined criteria.</td><td rowspan="2">Projects not selected for terminal evaluation will conduct a management-led Terminal Review.</td></tr>
<tr><td>The Evaluation Office may select projects for Mid - Term Evaluation after consideration of:
• Actual, potential, or perceived strategic significance or institutional risk
• Requests from funding partners for performance assessments of projects implemented jointly with other agencies.</td><td>All other projects undertake a management-led Mid-Term Review.</td></tr>
</table>

	MID-TERM EVALUATION	MID-TERM REVIEW	TERMINAL EVALUATION	TERMINAL REVIEW
Assessment focus and scope	Focus on operational improvement and accountability, for example: • Roles and responsibilities within the implementation structure • Quality and accuracy of the results framework and Theory of Change • Rate of delivery of activities against the workplan and rate of expenditure • Quality and relevance of implementation activities • Main emerging challenges and early successes • Any need for corrective action		Focus on accountability and institutional learning, for example: • Overall project performance • Actual and potential results • Outcomes' sustainability • Operational efficiency • Lessons of institutional learning for future project design and implementation	
Responsibility	Evaluation Office	Project/Task Manager	Evaluation Office	Project/Task Manager
Procedure	Evaluation and Recommendation Compliance Procedure	Project Manager supervises the review process. The Mid-Term Review can be undertaken as an internal process or by a contracted consultant. In the latter case, sample Terms of Reference and a suite of tools/guidelines are available from the Evaluation Office or on the Evaluation Office website.	Evaluation and Recommendation Compliance Procedure	Project Manager supervises the review process. As Terminal Reviews fundamentally assess the achievement of results, Evaluation Office validates the performance ratings assesses the quality of terminal review reports. The Terminal Review is an internally managed process. Consultants are contracted, sample Terms of Reference and a suite of tools/guidelines are available from the Evaluation Office or on the Evaluation Office website.

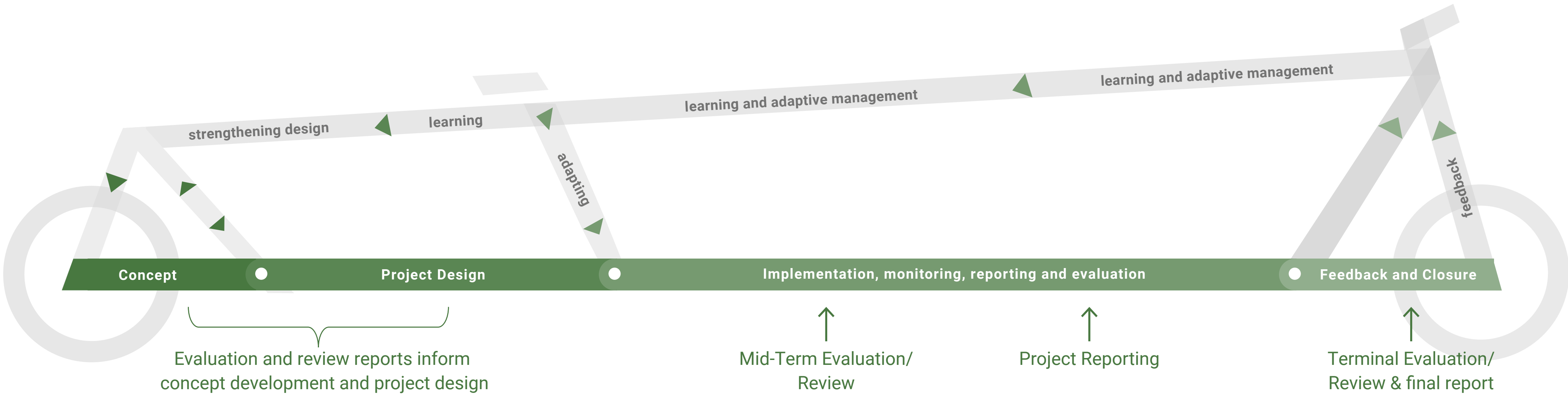
<table>
<tr><th></th><th>MID-TERM EVALUATION</th><th>MID-TERM REVIEW</th><th>TERMINAL EVALUATION</th><th>TERMINAL REVIEW</th></tr>
<tr><td>Budget</td><td colspan="4">The budgets, for both mid-term and terminal Evaluations/Reviews, must be established at the Project Design phase from secured funds during Project Review and Approval phase.

The budget for Evaluation and Review must remain available until all project assessments have been completed and fully paid for. When the Evaluation Office notifies the project managers that a project has been selected for either a Mid-Term or Terminal Evaluation, the financial resources held in the project budget for that evaluation may be transferred to the Evaluation Office cost centre / service order catalogue.</td></tr>
<tr><td>Timeframe</td><td colspan="2">Where possible, immediately before mid-point of the planned and approved project implementation period.

Any project revision that extends the implementation of the project to four or more years will require a commitment to undertake a mid-term assessment (Review/Evaluation) before the extension is cleared.</td><td colspan="2">After project operational completion and prior to the project's financial close. Terminal Evaluations cannot be launched more than three months before a project's operational completion.</td></tr>
<tr><td>Follow up</td><td>Evaluation recommendations are implemented by the project team under responsibility of the Project Manager with compliance monitored by the Evaluation Office.</td><td>Review recommendations are implemented by the project team under responsibility of the Project Manager with compliance assured by the Head of Branch/Unit.</td><td>Evaluation recommendations are implemented by the project team under responsibility of the Project Manager, or Head of Branch/Unit in the absence of a Project Manager. Compliance is monitored by the Evaluation Office.</td><td>Review recommendations are implemented by the project team under responsibility of the Project Manager, or Head of Branch/Unit in the absence of a Project Manager. Compliance is assured by the Head of Branch/Unit.</td></tr>
</table>

	MID-TERM EVALUATION	MID-TERM REVIEW	TERMINAL EVALUATION	TERMINAL REVIEW
Disclosure	Evaluation reports and their management response are publicly disclosed on the Evaluation Office official website.	Review reports are regarded as internal documents and are uploaded in UNEP's internal management systems (e.g.: IPMR and WeCollaborate). All review reports should be shared with Evaluation Office on completion and prior to external dissemination.	Evaluation reports are and associated management responses are publicly disclosed on the Evaluation Office official website.	Review reports are regarded as internal documents and are uploaded in UNEP's internal management systems (e.g.: IPMR and WeCollaborate). All review reports should be shared with Evaluation Office on completion and prior to external dissemination.
External Evaluations	In the event of Evaluations or Reviews being led by donors or external parties the Project Manager should inform the Evaluation Office of the evaluation/review as early as possible. The Evaluation Office reviews the external Terms of Reference and considers whether UNEP evaluation requirements can be addressed under the same Terms of Reference. Where possible, revisions/additions to the Terms of Reference may be requested. In all cases, a copy of the final external Evaluation/Review report should be sent to the Evaluation Office.			

Evaluation in Project Cycle Management



Key evaluation activities during the Project Cycle include the following:

Concept Development and Project Design

Evaluation reports and reports from management-led Reviews of previous similar or related projects should form part of the background information used to develop a new project. These reports will contain insights and lessons learned that can inform the design of any new intervention(s).

During project design the Evaluation/Review requirements of the project should be planned and budgeted for. The Project Document (ProDoc), or donor specific template must specify the anticipated timing of performance assessments and identify sufficient secured resources to meet mid-point and terminal Evaluation/Review requirements. For jointly implemented projects, the ProDoc should clearly describe the roles and responsibilities of UNEP and the other entity(ies) regarding evaluation arrangements, including which entity will lead the evaluation. Timing of Performance Assessments (Evaluation or Review) is governed by the following rules:

Type of Assessment	Timing
Mid-Term Evaluation/Review	Immediately before the mid-point of the project. Required for all projects of four-years or more in duration[1]. Where a project is revised and the implementation period exceeds four years, a mid-term assessment must be included in the project revision including the commitment of secured funds to cover the direct costs of both the mid-term and terminal performance assessments.
Terminal Evaluation/Review	Terminal Evaluations and Reviews commence after project operational completion. Terminal Evaluations / Reviews cannot be launched more than three months prior to a project's operational completion.

All PRC-Approved projects including GEF and GCF projects must include a budget line to cover the direct costs of hiring evaluation/review consultants and their associated travel and subsistence for independent evaluation or for management-led review (Mid-term and Terminal). Budgeting for performance assessments should be guided by the following factors and considerations/costs:

Factor	Considerations/Costs
Scope of work	The following elements have the greatest effect on the composition of the evaluation team and, therefore, the required evaluation budget: • The number/nature of technical sectors involved • Range of outcomes • Number/dispersal of implementing countries and • The range of language bases covered etc.
Consultant Fees	Evaluation consultant roles typically fall into either category C (USD 390 – 560 per day) or category D (USD 620 – 720). The Evaluation Office make its estimates based on the top level of category C (i.e., USD 560 per day). Where projects are implemented in a single country and focus on a single technical sector, it is possible for a single consultant to undertake the evaluation with a single field visit of 5 working days. This consultancy fee will be estimated at approximately 45 days.

[1] Some funding partners may have additional requirements.

Factor	Considerations/Costs
Technical Sectors	The more technical areas that are covered or the greater the volume of components (outputs and complex outcomes) in a project, the more it becomes unrealistic for one consultant to manage the work in a reasonable timeframe. Cost of an additional technically specialized consultant is estimated at USD 23,000
Country Visits	For each country to be visited travel/DSA costs are estimated at USD 5,000 for a 5 working day trip. A consultant will need to visit a selection of countries that can act as representatives of the project's Theory of Change but not necessarily all implementing countries.
Geographic Spread	Where implementing countries are widely dispersed and represent vastly different or highly specialized contexts and/or regions, and where different language skills are required, it is likely that more than one evaluation consultant will be required. It is recommended to add USD 15,000 for additional consultants who live and work within a country/region (i.e., with no international travel costs).
Translation	Where there is a wide range of language bases in the countries involved in implementation then either additional evaluation consultants and/or translators may need to be hired. A week's translation and/or data collection work is estimated at USD 2,500 per working week.

At the project design stage, the Evaluation/Review budget is estimated at 0.6%. Further guidance concerning budgeting for performance assessments can be found Guidance on Estimating Project Evaluation Budgets page on WeCollaborate and in the UNEP Evaluation Manual.

Project Implementation

The Evaluation Office may select any ongoing project for a Mid-term Evaluation (MTE). If a project is selected for a MTE, the resources required may be transferred from the project budget to the Evaluation Office, and the Evaluation Office leads the process for completing the MTE. Further information about the process followed can be found in the UNEP Evaluation Manual.

Management-led Mid-Term Reviews (MTR) are generally focused on reviewing progress made to date against approved plans, making any required course corrections and seeking opportunities to identify possible design and operational improvements. In delivering an MTR Project Managers can choose one of two options:

1. To follow a more formal approach using an independent external consultant. Recruitment of a consultant(s) should follow the guidance and timelines described in Chapter 9: Human Resources. If a formal approach is chosen, UNEP's Evaluation Office has tools and guidance to support the process.

2. Prepare an MTR report that captures the proceedings and decisions of a project workshop that has reflected on the strengths and weaknesses of the project's implementation to date and identified a series of agreed action points for adaptive management and improvement.

Project Completion

The key activities during this phase are the final project report and the project's terminal evaluation or review. When the Evaluation Office has taken the decision to select a project for Terminal Evaluation (TE), the following roles and responsibilities exist:

ROLE	RESPONSIBILITY
Evaluation Office	Informs the Project/Task Manager. • Decision is communicated to the relevant Branch / Unit Heads, Portfolio Managers, Sub-programme, and GEF/GCF Coordinators. • Leads the evaluation process. • Responsible for evaluation recommendation and compliance procedures. • Further information about the process followed can be found in the UNEP Evaluation Manual.
Project FMO	Arranges for the financial resources to support the direct costs of the TE (i.e.: consultant fees, travel etc.), that are held in the project budget, to be available to the Evaluation Office. Alternatively, the Evaluation Office may request the FMO to transfer the evaluation budget to the Evaluation Office cost centre.

If the Evaluation Office has not selected a project for Terminal Evaluation, the Project Manager and other relevant Divisional or Regional Office staff are informed. The Project Manager should plan and deliver the Terminal Review as follows:

ROLE	RESPONSIBILITY
Project/Task Manager	• Drafts Terms of Reference for the Review and selects and contracts the Review Consultant. ToRs should follow the template provided by the Evaluation Office. Recruitment of a consultant(s) should follow the guidance and timelines described in chapter 9 of the manual. • Manages the Review Process - i.e., provides documentation, arranges field visits, sets up meetings, and oversees the work of the Consultant through Inception Report, implementation of the review and delivery of the Draft and Final Review Report. • Reviews the Final Review report for completeness and accuracy (a template is available from the Evaluation Office) and requests any revisions from the Consultant. Once the Review report has been approved within the relevant Branch/Unit, the Project/Task Manager shares the final Review Report with the Evaluation Office (in Word version). • Disseminates the final report once the Evaluation Office has completed a quality assessment and validation of performance ratings and provided the PDF version.
Evaluation Office	• For consultants new to UNEP's Review process, the Evaluation Office may hold a separate call with the contracted Review Consultant to discuss/clarify the tools, guidance notes, and templates available and confirm the evaluation deliverables. Alternatively, a recorded overview may be provided. • Remains available for technical guidance throughout the review. • For Terminal Reviews only (but not MTRs), the Evaluation Office will perform a quality assessment of the final Review Report and will append it to the Final Report as an Annex. It will also validate the Review's performance ratings based on the evidence presented. The Evaluation Office will return the final Report in PDF format to the Project/Task Manager. The report file name provided by the Evaluation Office should not be changed.

ROLE	RESPONSIBILITY
Consultant(s)	• Carries out the Review in accordance with the Terms of Reference and in compliance with the UN norms and standards for evaluation (United Nations Evaluation Group Norms and Standards). • Liaises with the Project/Task Manager throughout the review and continuously communicates with them on key developments and emerging findings. • Delivers inception and draft reports, in accordance with contract and Terms of Reference, and revises them after consideration of consolidated comments from all relevant parties. • Delivers draft and final Evaluation Reports in accordance with contract and Terms of Reference.

Quality Assurance

The Evaluation Office is responsible for the quality of all UNEP evaluation reports, their findings and recommendations. Evaluation quality assurance includes opportunities for key stakeholders to highlight any factual inaccuracies in draft evaluation reports, an internal peer review process among evaluation professionals within the Evaluation Office, and, for larger more complex or strategic evaluations, an Evaluation Reference Group of internal and external stakeholders/experts as an added quality assurance measure.

The Evaluation Office undertakes a validation exercise for all final performance assessments of projects and programmes conducted through management-led reviews. Terminal Review validations undertaken by the Evaluation Office involve the examination of the evidence presented within a review report and assessment for consistency with the standards of evidence for performance ratings presented. The Evaluation Office assesses whether the review report complies with Evaluation Office guidance, formats and requirements and arrives at its own judgment regarding the quality of the review report.

Compliance with Recommendations

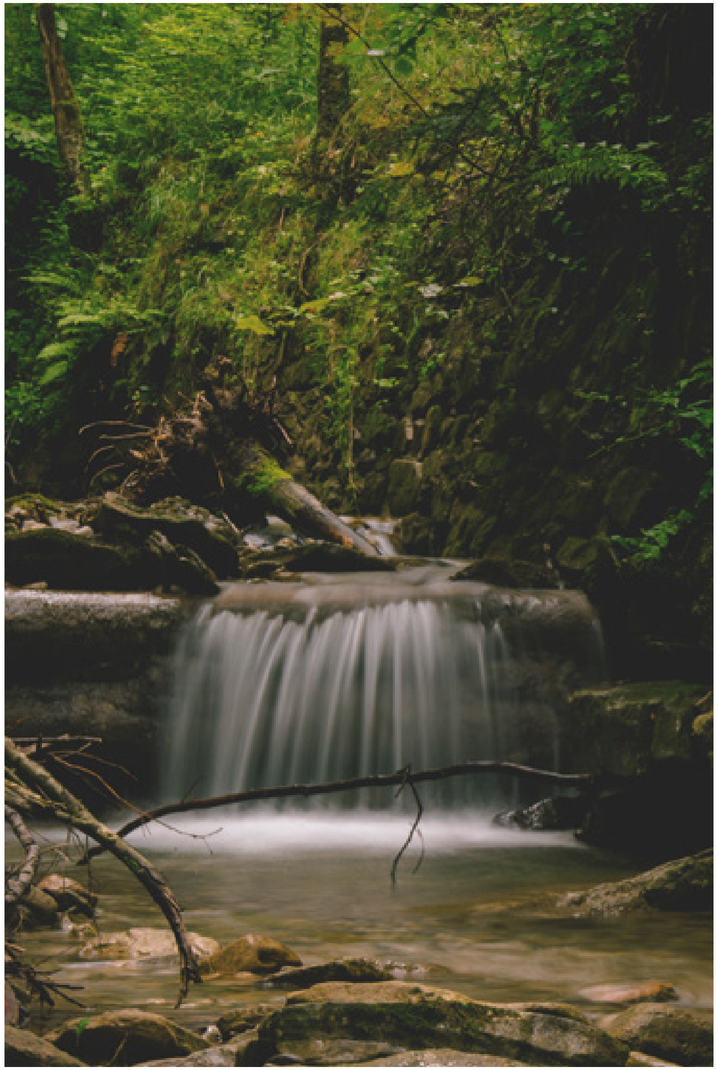
A follow-up procedure monitors compliance with recommendations formulated by the Evaluation Office. Its main objective is to verify that necessary corrective management actions are implemented to redirect actions toward the planned outcomes and long-term results, within the framework of UNEP›s mandate and objectives.

Evaluations

After the Evaluation Office has finalised an evaluation report, a formal management response to the Evaluation is required. This takes the form of a Recommendations Implementation Plan that is sent by the Evaluation Office to management with a one-month deadline to respond. Whenever possible, the Evaluation Office will set up an appointment to discuss the evaluation recommendations with the individual responsible for the management response. Management may 'Accept', 'Partially Accept' or 'Reject' a recommendation. A recommendation may only be rejected where it is based on faulty evidence. The recommendation compliance period runs for 12 months from the date that the implementation plan is finalised by management and the Evaluation Office. Implementation of the agreed actions must be feasible within this timeframe. The Evaluation Office tracks the implementation status of the agreed actions. Further information can be found in the UNEP Evaluation Manual.

Management-led reviews

Upon completion of a management-led review (Mid-Term or Terminal), project managers should ensure that their response to recommendations made in the review are recorded. Implementation of recommendations, and corresponding changes to the review should be documented, and described in project reports. If a project is selected for Terminal Evaluation by the Evaluation Office, the evaluation scope will include an assessment of responsiveness to any Mid-Term Review, and recommendations previously made. Management-led Terminal Reviews must also include this assessment.



Partnerships

UNEP engages in partnerships to multiply its results as well as those of its partners. Environmental issues require concerted efforts from all sectors of an increasingly interconnected global society and partnerships offer a mechanism to foster such joint action as well as an opportunity for non-traditional actors to work with the United Nations.

Contents

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Partnership Principles

A partnership is a voluntary and collaborative relationship between parties, in which all partners agree to work together to achieve a common purpose or undertake a specific task and as mutually agreed, to share risks, responsibilities, resources and benefits. Partnerships may involve two or more parties and may vary in size and importance. They may be one-off undertakings to deliver specific activities or more strategic multi-year collaboration projects. They may involve funding either to or from UNEP or in many cases UNEP may cooperate with partners towards common objectives without an exchange of financial resources.

The UNEP Partnership Policy is anchored by three key Partnership Principles that should be applied throughout the lifecycle of each partnership.

Partnership Principle I:
Partnerships are based on integrity, objectivity, fairness, and transparency, in adherence with the UN Charter20 and General Assembly Partnership Principles.

Partnership Principle II:
Partnerships support the objectives, mandate and mission of UNEP and MEA Secretariats and shall lead to pre-defined outputs, and sustainable outcomes and impacts, and promote transformative change and scalable

Partnership Principle III:
Partnerships are actively managed, and risks are identified, documented, and systematically mitigated

Further information on each of these partnership principles is available in the UNEP Partnership Policy and Procedures 2020. Please note that this is currently being updated. Please return to this page for further updates in Q2 2023.

Partner Categories

Partnerships can be entered into with the following categories and sub-categories of entities:

- **Govermental**
  - Ministries/Agencies/ Authorities
  - Regional and local authorities
  - Actors in legal implementation and enforcement chain
  - Public research institutes and academia
- **Inter-governmental**
  - Non-UN global organisations
  - Non-UN regional organisations
  - MEA secretariats not administered by UNEP and secretariats of other inter-governmental bodies
  - Multilateral development banks
- **Non-governmental**
  - Not-for-Profit
    - International and national non-governmental organisations (NGOs)
    - Community-based organisations (030s)
    - Foundations
    - Think tanks
    - Research institutes and academia
  - For-profit/Private Sector
    - Private companies
    - State-owned companies
    - Industry associations, platforms and alliances
    - Corporate foundations
    - Think tanks
    - Research institutes and academia
- **United Nations System Organization**
  - Specialized agencies
  - Funds and programmes
  - Other UN entities

Partnership Modalities

The purpose and intended outcomes of a Partnership, together with the Partner Category, determine how a partnership is classified, or in other words, the Partnership Modality. Engagement with Partners by UNEP covers four (4) modalities:

1. **Multi-Stakeholder Partnerships**
2. **Cooperation Partnerships**
3. **Implementation Partnerships**
4. **Donor Partnerships.**

The Partnership Modality determines the need by UNEP for partner identification, validation (due diligence), assessment, and documentation, for example in legal instruments. The table below illustrates the different partner modalities within UNEP and identifies the internal procedures to follow for each.

	PARTNERSHIP MODALITY			
	MULTI-STAKEHOLDER PARTNERSHIP	COOPERATION PARTNERSHIP	IMPLEMENTATION PARTNERSHIP	DONOR PARTNERSHIP
Description	• Includes membership-based forums, platforms, and networks. • Stakeholders from all Partner Categories may join toward knowledge sharing and capacity building in various sectors. • Membership may include fees. Examples include the UNEP Finance Initiative and the Sustainable Rice Platform. • Do not involve one-to-one relationships between Partners and UNEP or MEA Secretariats. UNEP or an MEA Secretariat maintain multiple concurrent relationships with Partners in the same forum, platform, or network.	• Do not involve financial commitments. • Generally used to establish a framework for cooperation involving a one-to-one relationship between UNEP or an MEA Secretariat and the Partner toward specific pre-determined areas of cooperation.	• Involves financial commitments. • UNEP or MEA Secretariats disburse funds to the Partner.	• Involves financial commitments. • UNEP or MEA Secretariats receive contributions from a Partner (cash and in-kind).

<table>
<tr><th></th><th colspan="4">PARTNERSHIP MODALITY</th></tr>
<tr><th></th><th>MULTI-STAKEHOLDER PARTNERSHIP</th><th>COOPERATION PARTNERSHIP</th><th>IMPLEMENTATION PARTNERSHIP</th><th>DONOR PARTNERSHIP</th></tr>
<tr><td>Prospective Partner Identification procedures required.</td><td>Not applicable.</td><td colspan="2">Prospective partners shall be identified and selected against pre-determined criteria through a transparent, fair and competitive process, embodying the principle of equal opportunity, with openly informed and documented decision-making.
In the case of partnerships funded through global environmental funds, There are specific listed requirements and exceptions related to Partner Identification in the case of partnerships funded through global environmental funds
For detailed information refer to: <u>UNEP Partnership Policy 2020 & Procedures (PPP) – Procedure 2.</u></td><td>Not applicable.</td></tr>
<tr><td rowspan="3">Partner Validation and Due Diligence procedures required.</td><td>Step 1. Partner Categorisation and Registration, except where the relevant forum / platform / network has separate criteria, in which case those shall apply.</td><td>Step 1. Partner Categorization and Registration</td><td>Step 1. Partner Categorization and Registration</td><td>Step 1. Partner Categorization and Registration</td></tr>
<tr><td></td><td>Step 2. Partner Due Diligence Assessment (Level 1)</td><td>Step 2. Partner Due Diligence Assessment (Level 2)</td><td>Step 2. Partner Due Diligence Assessment (Level 2)</td></tr>
<tr><td colspan="4"><u>See UNEP Partnership Policy & Procedures (PPP) 2020 – Procedure 3.</u>
Or
<u>Procedure 5 for applicability to partnerships funded through GEF, GCF or Adaptation Fund (AF)</u></td></tr>
</table>

	PARTNERSHIP MODALITY			
	MULTI-STAKEHOLDER PARTNERSHIP	**COOPERATION PARTNERSHIP**	**IMPLEMENTATION PARTNERSHIP**	**DONOR PARTNERSHIP**
Partnership Assessment procedures required.	None	**Step 1.** Partnership Assessment	**Step 1.** Partnership Assessment	**Step 1.** Partnership Assessment
		Step 2. Risk Assessment and Risk Mitigation Plan, where applicable	**Step 2.** Risk Assessment and Risk Mitigation Plan, where applicable	**Step 2.** Risk Assessment and Risk Mitigation Plan, where applicable
		See UNEP Partnership Policy & Procedures (PPP) 2020 – Procedure 4. Or **Procedure 5 for applicability to partnerships funded through GEF, GCF or Adaptation Fund (AF)**		
Partnership engagement documentation required.	**Legal instrument not required.** Except where the relevant forum/platform/network has separate criteria, in which case those shall apply. The following documentation is required:	**Legal instrument required:** (Memorandum of Understanding (MoU), letter of agreement, exchange of letters) to establish a framework for cooperation or indicate a future intention to conclude a separate agreement for implementation of activities, and: Project Document, where applicable Justification of the Partner selection, including Partner's Declaration on Exclusion Criteria, Sexual Exploitation and Abuse (PPP Procedure 2)	**Legal instrument required:** (Small-Scale Funding Agreement (SSFA), Project Cooperation Agreement (PCA), or other agreed upon template), and: • Project Document, where applicable	**Legal instrument required:** (Donor agreement, pledge letter, UN to UN contribution agreement, or other agreed upon template), and: • Project Document, where applicable

	PARTNERSHIP MODALITY			
	MULTI-STAKEHOLDER PARTNERSHIP	**COOPERATION PARTNERSHIP**	**IMPLEMENTATION PARTNERSHIP**	**DONOR PARTNERSHIP**
Partnership Engagement Documentation required. **For information on UNEP Legal Instruments see Chapter 8 of this manual.**	• Partner Validation documents (PPP Procedure 3) • May require membership forms (which may include fees) or other documentation prescribed by the forum/platform/network	Partner Validation documents (PPP Procedure 3) Partnership Assessment and Risk Mitigation Plan, where applicable (see Procedure 4) **Note:** there are no requirements when engaging in a Cooperation Partnership prior to an Implementation or Donor Partnership.	• Justification of the Partner selection, including Partner's Declaration on Exclusion Criteria, Sexual Exploitation and Abuse (PPP Procedure 2) • Partner Validation documents (PPP Procedure 3) • Partnership Assessment and Risk Mitigation Plan, where applicable (PPP Procedure 4)	• Partner Validation documents (PPP Procedure 3) • Partnership Assessment and Risk Mitigation Plan, where applicable (PPP Procedure 4)

Partnership or Procurement?

Partnerships are based on the pursuit of common objectives. UNEP and MEA Secretariats enter Implementation Partnerships with non-profit organizations, NGOs, and Governments, to collaborate and invest in-kind or cash resources. Those resources are then used to to implement activities directly executed by the Partner.

This contrasts with an entity which provides goods and services in exchange for direct financial gain and profit. UNEP and MEA Secretariats cannot disburse funds to a for-profit entity through Partnership Implementation Agreements. Generally, where the predominant purpose of a collaboration is for the acquisition of goods and services, the UNEP procurement process should be followed.

In extremely limited cases, where a for-profit entity is the only appropriate Partner for an intended Partnership engagement, Responsible Officers should see UNEP Partnership Policy & Procedures (PPP) 2020 – Procedure 1 for the process to seek clearance to disburse funds in accordance with this Policy and Procedure.

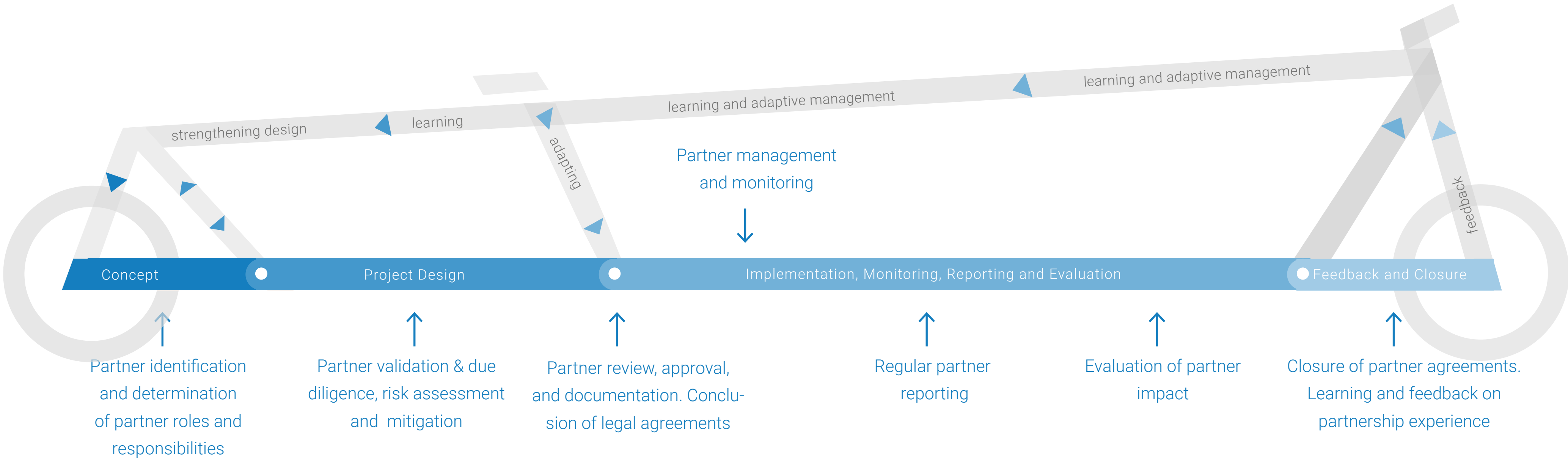
Procurement by Partners

The UNEP Guidelines on the use of UNEP's Legal Instruments allow for incidental procurement by Implementing Partners under SSFAs and PCAs, up to specific thresholds, this is described in the table below:

AGREEMENT TYPE	THRESHOLD FOR INCIDENTAL PROCUREMENT	PROCESS FOR PROCUREMENT ABOVE THRESHOLD
Small-Scale Funding Agreement (SSFA)	A SSFA allows for cumulative procurement activities that are required to execute one or more activities and that involve no more than 15% or USD 20,000, whichever is lower, of the budget. Up to this threshold the partner may follow their own internal procurement procedures.	Where a partnership involves procurement above the incidental procurement thresholds, the Project Manager/Task Manager should contact the Supply Chain Management Team, and the Programme Advisory Services Unit to and follow the rules and procedures prior to signing the relevant legal instrument with the Partner. The threshold for incidental procurement does not apply to GCF legal instruments due to the specific modalities and requirements applied for Green Climate Fund (GCF) projects.
Programme Co-operation Agreement (PCA)	A PCA allows for cumulative procurement activities that are required to execute one or more activities and that involve no more than USD 40,000 of the budget. Up to this threshold the partner may follow their own internal procurement procedures.	

UNHQ is developing a minimum standard Implementing Partnership agreement to be used by UN Secretariat entities. The procurement clauses will alter the thresholds for incidental procurement. For further information contact the UNEP Legal Agreements Unit.

Partnerships and Project Cycle Management (PCM)



Key partnership activities and procedures during the Project Cycle include the following:

Project Concept Development and Project Design

Prospective partners have to be considered during stakeholder mapping and engagement processes as part of concept development and project design. This phase includes working with the stakeholders to determine how to involve them and at what level. Development of a project's Theory of Change (ToC) should include a focus on the role of partners in solving the issue at hand and workplan development provides the opportunity to identify partner responsibilities and determine what each partner will do. In the case of Implementation Partnerships, Outputs and Outcomes that the partner is accountable for delivering have to be identified and agreed and documented in the Project Document (or GCF/GEF/AF project document format). The expected Outputs and Outcomes must be aligned with the objectives of the programme and sub-programme to which the partnership contributes.

Implementation, Monitoring and Reporting

Management and monitoring of implementing partners is a key element of good Results Based Management (RBM). The Project Team should closely monitor partner performance in accordance with the approaches described in Chapter 3: Project Cycle Management (PCM). This should include monitoring of the achievement of agreed Outputs and Outcomes, monitoring of risks identified during partners assessment, and financial monitoring and controls. Monitoring should take place through regular reporting by the partner(s), monitoring missions, and information gathering from stakeholders..

All medium scale or above risks identified during partner assessment, partner validation and due diligence must be entered into a partnership risk mitigation plan. All risks (major or minor) related to partnerships should be included in the ProDoc (or relevant donor format) Risk Assessment Table.

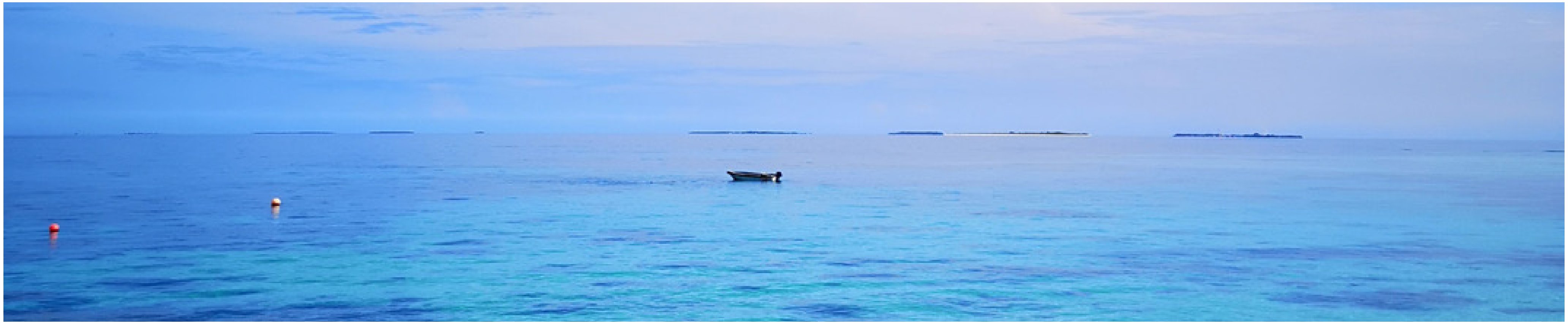
For high-risk Implementing partners project staff should consider including arrangements for mandatory on-site performance and financial reviews, follow up and spot checks to mitigate delays in implementation and ensure accountability. Looking ahead, UMOJA extension 2 will include changes to how implementation partnerships are managed and governed in UNEP. Further guidance will be available from the Financial Management Service Section and Legal Unit of Corporate Services Division when necessary.

Project Closure

Partnership end dates are indicated in the relevant legal instrument used to formalize the partnership. Partnerships may be extended if the relevant UNEP and partner procedures are followed. Mechanisms for partnership suspension of termination are outlined in the relevant legal agreement.

The internal UNEP procedures that must be followed for partner identification, validation, due diligence, assessment, approval and documentation are described in detail in UNEP's Partnership Policy and Procedures 2020.

This is the key reference document to be consulted when entering partnership(s) and provides detailed information on all the steps and procedures described in this chapter. It should be consulted in tandem to this manual when entering, managing, or closing out UNEP partnerships.



Partnership Procedures

Partner Validation and Due Diligence

At least some steps involved in partner validation are required for all prospective partners, regardless of the Partnership Modality identified. Partner validation takes place via the online Partners Portal and Due Diligence screening consists of evaluating the suitability of the prospective partner. The screening assesses the credentials of the proposed partner, in relation to human rights and gender equality, technical and strategic capacity to carry out project activities, current or previous experience with UNEP, audit concerns, and essential financial and administrative information, including procurement, and potential conflicts of interest. The procedures for partner validation and due diligence are described in detail in UNEP's Partnership Policy and Procedures 2020. A summary of the steps, roles and responsibilities is described below:

Non-GCF/GEF/AF Projects Workflow

STEP	ROLE	RESPONSIBILITY
STEP 1	Project Manager/Developer	**Partner registration and categorisation:** The Project Manager must submit official documentation showing the legal and financial status of the partner. This step applies to all partners and Partnership Modalities to varying degrees. For Multi-Stakeholder Partnerships, unless the relevant forum/platform/network has separate criteria, in which case those shall apply, this step should be completed.
STEP 2	Project Manager/Developer	**Due Diligence Assessment:** Due diligence must be conducted for partners engaged through **Cooperation, Implementation** and **Donor Partnership Modalities**, other than where the partner is a UN System Organisation. • **Level one** due diligence applies to **Cooperation Partnerships.** • **Level two** due diligence applies to **Implementation** and **Donor Partnerships.** Due Diligence is completed through the UNEP Partners Portal. The Project Manager/Developer completes level 1 or level 2 due diligence assessment and notes any risks to be incorporated into future Partnership Assessment.

STEP	ROLE	RESPONSIBILITY
STEP 2	**Project Manager/Developer**	The date(s) on which partner due diligence was completed needs to be described in the UNEP Project Document (ProDoc) before submission to the Project Review Committee (PRC).
STEP 3	**Project Manager / Developer, and Division/Regional Director or Head of MEA**	The Responsible Officer and Division/Regional Director must provide a declaration confirming **no conflict of interest** is present in conjunction with the due diligence assessment.
STEP 4	**Private Sector Validating Office (Private Sector Unit, Governance and Affairs Division)**	**For-profit Partners only:** The Private Sector Validating Office reviews the due diligence assessment to confirm that it has been conducted in accordance with UNEP requirements.
STEP 5	**Designated Senior Officer (E.g.: Programme/Sub-programme Coordinator)**	• **Level 2 Due Diligence only:** A designated **Senior Officer** must review level 2 due diligence assessments and provide recommendations to the Division/Regional Director.
STEP 6	**Division/Regional Director**	• The Division/Regional Director, endorses or rejects the entity. They may also request more information from the Project Manager/Developer prior to making a decision. • **Partner Validation** remains valid for **three (3) years.** Following expiry, if UNEP wishes to renew or continue its engagement with a previously validated partner, updates to the partner validation shall require a light touch review and should focus on changes and new information relating to the partner in question.

GCF/GEF/AF projects workflow

Since GCF, GEF and AF Partners are often indispensable for national implementation, the due diligence assessments are an entry point to capacity development, and not necessarily a selection tool. They are conducted for the purposes of understanding risks and putting in place mitigation measures to facilitate effective project delivery. Due diligence assessments are carried out as part of project preparation, and prior to project submission to the respective funds.

STEP	ROLE	RESPONSIBILITY
STEP 1	**Task Manager**	The Task Manager conducts a level one due diligence assessment. Where the partner is a not-for-profit entity, they should also obtain a Declaration on Exclusion Criteria, Sexual Exploitation and Abuse. The Declaration (where applicable) and due diligence assessment should be submitted as a component of the Concept Review Committee (CRC) documentation.
STEP 2	**Division/Regional Director or Head of MEA**	Submission to the CRC should include an indication from the relevant Division/Regional Director or Head of MEA endorsing the engagement with no, or minor, reservations, with major reservations, or rejecting the engagement.
STEP 3	**Task Manager**	In preparation for the Project Review Committee (PRC), the Task Manager conducts a level two due diligence assessment on the intended partner. Risks should be identified and recorded in Partnership Assessments, and where applicable, Risk Mitigation Plans should be prepared to enable effective engagement. The level two due diligence assessment, Partnership Assessment and Risk Mitigation Plan, (where applicable) are a component of the PRC documentation.
STEP 4	**Task Manager**	Following PRC, the project is submitted for approval to the relevant fund. If the project, and partner is approved, by the relevant fund, the Task Manager shall complete UNEP's Partner Categorisation and Registration processes via the Partners Portal.

Partnership Assessment and Risk Mitigation Plans

For all Cooperation, Implementation and Donor Partnership Modalities the following workflow applies for partnership assessment and risk mitigation:

STEP	ROLE	RESPONSIBILITY
STEP 1	Project Developer/Project Manager	Conduct a partnership assessment that considers the planned partnership activities from a risk perspective and includes consideration of the nature and duration of the proposed Partnerships, Risks relating to legal, financial, operational, technical, reputational, economic, political, organizational, environmental, and social aspects, including any specific risks related to breach of contract, ability to deliver outputs, safeguards, fraud, and corruption should be identified and assessed. All risks identified, including those identified during partner validation and due diligence, that are assessed as medium or above must be entered into a risk mitigation plan. For Implementing partners recognized as potentially high-risk, project staff should consider including arrangements for mandatory on-site performance and financial reviews, follow up and spot checks to mitigate delays in project implementation and ensure accountability.
STEP 2	Funds Management Officer	In the case of Implementation Partnerships, where the amount being transferred by UNEP to the partner exceeds USD$200,000, the Project Developer/Manager must consult with the FMO/AO to determine whether there are any additional risks which require assessment and mitigation, including searching the online Partners Portal to check if UNEP has previously worked with the entity and if any risks were identified.
STEP 3	Senior Officer (E.g.: Programme/Sub-programme Coordinator)	The risk mitigation plan must be reviewed by a Senior Officer. The Senior Officer should not be someone who is not directly involved in the project or intended partnership and should ensure that the risk assessment and Risk Mitigation Plan have been completed objectively.
STEP 4	Division/Regional Director	The risk mitigation plan must be submitted to the Division/Regional Director for review and feedback.

Other than for GCF, GEF and AF projects, Partnership Assessments relating to Partnerships with not-for-profit Partners, which lead to a Risk Mitigation Plan, must be submitted to the Partnership Committee for consideration. Furthermore, all Partnerships with for-profit Partners engaged through a Cooperation or Donor Partnership Modality, regardless of whether the Partnership Assessment requires a Risk Mitigation Plan, shall be submitted to the Partnership Committee for consideration

Partnership Committee Review

UNEP's Partnership Committee's mandate is to review and assess Partnership Assessments and Risk Mitigation Plans for partners and partnerships presenting medium and above risks.

UNEP's Partnership Committee must review all prospective partnerships that fall into the following categories:

i. All for-profit partners engaged through a Cooperation Modality or Donor Partnership Modality
ii. Not-for-profit partners pursuing a Cooperation Modality or Implementation Partnership Modality where the partnership assessment (see above) resulted in the requirement of a risk mitigation plan

Review by UNEP's Partnership Committee is not required for governmental and intergovernmental partners, UN system organizations, or partnerships funded through GCF/GEF/AF projects.

ROLE	RESPONSIBILITY
Project Manager/ Developer	Creates the Partner in the Partners Portal.
Partnerships Committee	The Partnership Committee reviews partnerships on an as needed basis. Consider Partnership Assessments and Risk Mitigation Plans (where applicable) and provide a recommendation to the Division/Regional Director, as to whether a Partnership should be endorsed or rejected.

Approval of Partnerships

For Multi-Stakeholder Partnerships, partners are approved based on the processes applicable to the specific/forum/platform/network. For GCF/GEF/AF projects, partnerships are approved during the respective fund's own project approval process (see chapter 3 – Project Cycle Management). For Cooperation Partnerships, Implementations Partnerships and Donor Partnerships, the following roles and responsibilities apply:

ROLE	RESPONSIBILITY
Senior Officer	The Senior Officer makes recommendations and/or provides feedback to Divisional/Regional Director during the approval step.
Divisional/Regional Director	The Division/Regional Director maintains the final authority: • to approve and to authorize partnerships • to stop or to block the process The Division/Regional Director endorses or rejects the partnership based on the due diligence and partnership assessment results, and strength of the risk mitigation plan, along with recommendations from the Senior Officer and Partnership Committee. This authority is documented in the partnerships' section of the 2019 Delegation of Authority Policy and Framework.

Legal Agreements

The purpose of legal instruments is to clarify the roles and responsibilities of UNEP versus its partners, to facilitate the management of partnerships, and programmatic project-level collaboration, and to provide guidance during project implementation.

Contents

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Standard UNEP Legal Agreements

Scope:

UNEP uses different standard legal instruments depending on the

01 Type of partner,

02 Type of collaboration foreseen

03 Financial transaction involved.

UNEP's standard legal instruments were developed to define the legal rights and obligations of the parties in a consistent manner. They are standardised in that they are applicable to similar instances without requiring adaptation. They ensure that such rights and obligations adhere to the regulations and policies of the UN and UNEP, while providing terms of control and flexibility to support successful implementation of the project/collaboration. The risks are intended to be evenly allocated, in line with with institutional mandates, and aligned to the respective roles and responsibilities in the partnership, and according to the principles of contract and public international law.

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This section namely covers Legal Agreements to implement UNEP's Programme of Work (PoW).

Legal Agreements under the European Commission (EC), Global Environment Facility (GEF) and Green Climate Fund (GCF) are covered in the Project Management Cycle Chapter, though several principles and procedural aspects applicable

Legal Instruments Matrix

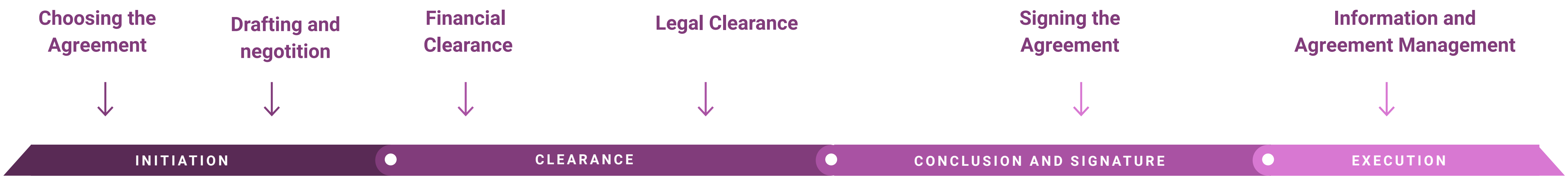
The table below summarizes the different types of legal instruments and their application to types of partners and partnerships.

Agreement type	Private sector / for profit entities	Governments Not for profit entities
Memorandum of Understanding (MoU) – simplified version	✓	
Memorandum of Understanding (MoU) – full version		✓
Agreement type	**Any type of partner other than the UN (to receive funds other than goods and services)**	
Letter of intent (one off)	✓	
Donor agreement	✓	
Letter of exchange	✓	
Agreement type	**UN Agencies (for cooperation)**	**UN Agencies (to receive and transfer funds)**
Letter of Agreement – Part A	✓	
Letter of Agreement – Part B		✓
UN to UN Transfer Agreement		✓
Agreement type	**To transfer funds to Governments and NGOs**	
Small Scale Funding Agreement (SSFA)	✓	
Project Cooperation Agreement (PCA)	✓	
Agreement type	**Governments**	
Host Country Agreements Host Country Agreements (Office) Host Country Agreements (Meetings)	✓	

Detailed information about each of these legal instruments, including examples of partners they apply to, signing authorities, and templates can be found on the standard UNEP legal instruments page of WeCollaborate, and the 2019 Preliminary Guidance on the Preparation of Agreements with Donors and Implementing Partners from the Department of Management Strategy, Policy and Compliance/Office of Programme Planning, Finance and Budget. FMOs and Project Managers should always consult the UNEP Legal Unit as well as the legal instruments page on WeCollaborate to ensure that the template being used is the latest and appropriate.

Policies, guidelines and templates for the different types of legal agreements described in the table above, along with contact details for staff in UNEP's legal team can be found on WeCollaborate. Useful resources including presentations on the use of legal instruments in UNEP can be found in the Legal Instruments page on WeCollaborate.

Procedures for Concluding Legal Agreements



General principles

1. Agreements can only be signed by officers with signing authority. This is described in the table below.
2. Not all agreements require clearance from the Legal Unit in Corporate Services Division. See below for further information.
3. Legal instruments, should be created through the Partners Portal to the extent possible; the Portal does not have features to process agreements in languages other than English.
4. Partners should be screened and approved prior to the legal instrument negotiations. The chapter on Partnerships describes UNEP's partnership screening and approval processes.
5. The Project Concept or Project Document (ProDoc) should be approved prior to legal instrument negotiations, as applicable.
   » Legal instruments necessary for project implementation can be concluded with implementing partners only after the approval of the relevant project. **The approved Project Document (ProDoC) and/or a well-defined time-bound and budget-based results framework and an implementation plan, must be attached to the agreement.**
   » Legal instruments necessary for the finalisation of the project design can be concluded with donors only after approval of the relevant Project Concept. **The approved Project Concept must be attached to the agreement.**
   » In practice, especially when it comes to Memoranda of Understanding (MoUs), often there is no pre-existing project and the MoU may serve as the basis to start a cooperation that may result in a project.
6. Legal instruments should not be used for the procurement of goods and services.
7. Exceptions and Waivers to the legal instrument require approval of designated authority (low waivers are within the authority of the Controller's Office)
8. Uses of the UN and UNEP names, emblems, logos and flag should be in line with updated corporate policy and be cleared by the Communications Division.

Further, detailed information on each of these principles, and associated processes, can be found on the procedure for concluding legal instruments page of WeCollaborate.

Procedure

The procedure for clearance of legal instruments was outlined in both the 2020 Memo - Offline clearance of legal instruments and 2022 Procedure - Clearance of Legal Instruments. These have been summarized below. **It is essential to be familiar with the General Principles above before commencing negotiations.**

1

PHASE 1 - INITIATION

CHOOSING THE AGREEMENT

Choosing the agreement: The proposing office must ensure that the correct legal instrument is used to formalise the relationship with the partner. Details on each specific legal instrument cand be found on the standard legal instruments page.

Key Considerations:

- Does the relationship have financial implications?
- Will funding be given or received?
- Does the relationship concern other matters like non-disclosure, etc.?

DRAFTING AND NEGOTIATION

Once the appropriate legal agreement has been identified, Divisions/Regional Offices are required to fill the template in consultation with all relevant Programme Coordinators and Regional Offices, taking into consideration the nature of the activities, the type of partner, the national/regional scope and other contextual issues relevant to the negotiation. The Standard UNEP Legal Instruments templates provide the minimum provisions that the Parties must adhere to.

Key Considerations:

- There are some clauses in the template **(boilerplate clauses)** that should not be revised without prior legal clearance because they reflect UNEP's status as a UN organization. These include but are not limited to Intellectual Property, Confidentiality, Use of Logo/Emblem/Name, Dispute Settlement, Privileges and Immunities, Personnel, Audit, and Liability/Indemnity/Responsibility articles.

- Small Scale Funding Agreements and Project Cooperation Agreements must include a copy of the implementation plan and a detailed budget, together with well-defined, time-indicative details on UNEP's and the partner's (financial and non-financial) contribution.

2

PHASE 2 - CLEARANCE

For the purpose of clarity, 'standard' legal instruments are those agreements that follow the template **without** any 'substantive deviation'. 'Substantive Deviations' are obligations that expose UNEP to higher financial, legal or organizational risks. Such substantive deviations may either include

a. modification to boilerplate clauses as defined above or

b. additional provisions in the legal instruments that may pose higher risk and/or liability to the organization.

For standard legal instruments **without financial implications** and which therefore do not need the Fund Management Officer's clearance, the **Programme Officer** submits the draft legal instrument and the associated documentation directly to the Officer in the Division or Regional Office with the authority to sign the legal instrument.

For standard legal instruments with **financial implications**, the **Fund Management Officer and/or the Administrative Officer** submits the draft legal instrument and the associated documentation to the Officer in the Division or Regional Office with the authority to sign the legal instrument (typically Regional Director or Division Director, or their designated OICs)

This process is automated for legal instruments created in the Partners Portal, to the extent possible.

FINANCIAL CLEARANCE

The concerned Fund Management Officer is required to review the financial provisions contained in the legal agreement to ensure that they are in line with the UN Financial Regulations and Rules. In particular, any commitment that will directly or indirectly imply additional financial liabilities for the UN/UNEP requires his/her clearance (unforeseen/unintended costs). In case of deviations from the template, consultation with the Finance and Budget Unit is highly recommended. The latest requirements on financial obligations in legal instruments.

Key Considerations:

- Fund Management Officers are not required to review legal instruments that have no financial liabilities.

LEGAL CLEARANCE, WHEN REQUIRED

The Legal Unit in the Corporate Services Section requires a minimum between 7-10 working days to review and clear legal instruments. The Legal Unit is not required to review legal instruments that do not include any deviations from the standard template. The following procedures apply:

- The Legal Unit is required to clear all legal instruments that deviate from the standard template, particularly amendments to any boil-erplates provisions as mentioned above; all legal instruments where the signing authority is the Executive Director/Deputy Executive Director; and all legal instruments that entail, upon discretion and under the responsibility of the proposing Division/Regional Office, any type of additional liability, financial or reputational risks or otherwise, to the organization and/or additional liabilities to the organization, its branches and offices.

All amendments to standard legal instruments should be signed by the Executive Director/Deputy Executive Director.

- If the agreement has financial implications, it needs the Fund Management Officer's clearance.

3

PHASE 3 - CONCLUSION AND SIGNATURE

SIGNING THE AGREEMENT

The authority for signing the legal instrument depends on the type of agreement and Delegation of Authority of the Division Director/Regional Director. Delegation of authority is described in the table below.

Key Considerations:

- All signed legal agreements involving resource mobilization should be sent to the Public Sector Partnerships and Resource Mobilization Unit for record keeping, the opening of an income grant in Umoja, and the monitoring of bank accounts to track the receipt of funds.
- As a general rule, legal instruments should not be on UNEP letterhead, since this is a collaborative arrangement between the parties. However, if needed, both parties may include their logos.
- A reference number MUST be provided on all agreements. The reference number must include the name of the instrument; year of execution; name of the Division or Regional Office initiating the agreement; and the details of the project structure in Umoja, if applicable. The reference number is provided by the relevant Division/Regional Office.
- UNEP accepts and favors e-signing of legal instruments.
- The legal agreement should include the date when they were signed.

4

PHASE 4 - EXECUTION

INFORMATION MANAGEMENT

Upon signature by all the parties to the agreement, Divisions and Regional Offices are required to upload signed legal instruments and amendments to the UNEP Partners Portal.

AGREEMENT MANAGEMENT

Project Managers in collaboration with their respective FMOs should continuously monitor the relationship with partners for their compliance and to obtain project performance feedback.

Best Practices

PHASE	DO	DON'T
INITIATION	• Select the correct type and version of the instrument. • Check whether the partner is already a validated and approved entity, and check whether there are any ongoing partnerships on the Partners Portal. • Use of UNEP Logo and publication needs must be checked and approved by the Communications Division.	• Initiate SSFA or PCA if the main purpose of the agreement is acquisition of goods or services. Only incidental procurement is allowed through SSFA or PCA for the implementation of projects under the UNEP PoW; Global Environment Facility (GEF) and Green Climate Fund (GCF) » A SSFA allows only for 'incidental procurement', i.e. cumulative procurement activities that are required to execute one or more activities of the SSFA and that involve no more than 15% or USD 20,000(whichever is lower) of the budget. » A PCA allows only for 'incidental procurement', i.e. cumulative procurement activities that are required to execute one or more activities of the PCA and that involve no more than USD 40,000 of the budget.

PHASE | **DO** | **DON'T**

NEGOTIATION

DO

- Process partner validation, due diligence and agreements through the Partners Portal. The module on Partnerships provides more guidance on these processes.
- Involve FMO/AO staff during the negotiation of financial provisions, and to confirm where the 1% coordination levy applies.
- Know which clauses are boiler plate (standard contractual terms) and which are flexible (variable terms) in a given agreement.

For agreements with Implementing Partners, seek Financial Management Service (FMS)/Corporate Services Division (CSD) clearance for:

  » Deviations of clauses with financial implications (e,g, audit clause, financial reporting requirement, etc.) from UNEP's standard templates.

- Seek clearance before an agreement is finalized/signed.
- Seek FMO/AO review before legal clearance.
- Provide as much information as possible in your request to the legal unit, and allow 10-15 working days for clearance.
- Provide agreements in Word format.

DON'T

- Skip negotiation unless the Portal does not support the processing of the agreement due to language limitations or other limitations.
- Amend an expired agreement. Bridging agreements may be concluded for remaining activities and funding, in lieu of amendment with prior clearance by the legal unit.
- Send agreements for review without proof reading.
- Revise Programme Support Costs (PSC) without consulting the FMO/AO.
- Forget to consult with the Communications Division for logo use and publications. Partner requests for use of the UNEP logo must be discussed. The Communications Division are the custodians of the logo.
- Forward UNEP Legal Unit emails to external entities if the email includes comments for UNEP's internal action.
- Similarly do not copy external entities in e-mails when requesting UNEP Legal Unit review.

PHASE	DO	DON'T
SIGNING	• Ensure signatories include the date of their signature. • Ensure the correct WBSE codes are filled in the header (for finance-related agreements). • Ensure amendments are signed by both parties before an agreement expires. • Communicate information about signing ceremonies for agreements signed by ED/DED to the Executive Office directly	• Use UNEP or Partner's letterhead for agreements.
EXECUTION	• Upload the agreement to the Partners Portal • Make a Note to File if you are not following standard procedures. • Monitor implementation of the agreement. • Issue Termination letters in a situation where an agreement is terminated.	

For further information contact UNEP's Legal Unit.

Financial Management of Legal Agreements

Since the financial practices of potential partners may differ from those employed within the United Nations, it is incumbent upon UNEP to encourage the application of the following principles on resources expended through implementation agreements. It is imperative to ensure that resources are fully accounted for and used for their intended purpose in an effective and efficient manner.

Budget Formulation

The budget and implementation plans outlined in legal agreements serve as the basis for exercising financial oversight and monitoring resources provided to implementing partners. In line with the principles of Results Based Budgeting (RBB), budgets should tie the allocation of financial resource to the delivery of agreed results and contain sufficient detail to justify resource requirements. They should also demonstrate cost-effectiveness and, as much as practicable, provide a breakdown of the resource requirements. Budgets in legal instruments must clearly indicate any provision for staff cost. Approved budgets must be provided as annexes to the specific legal instrument.

Budget Variations

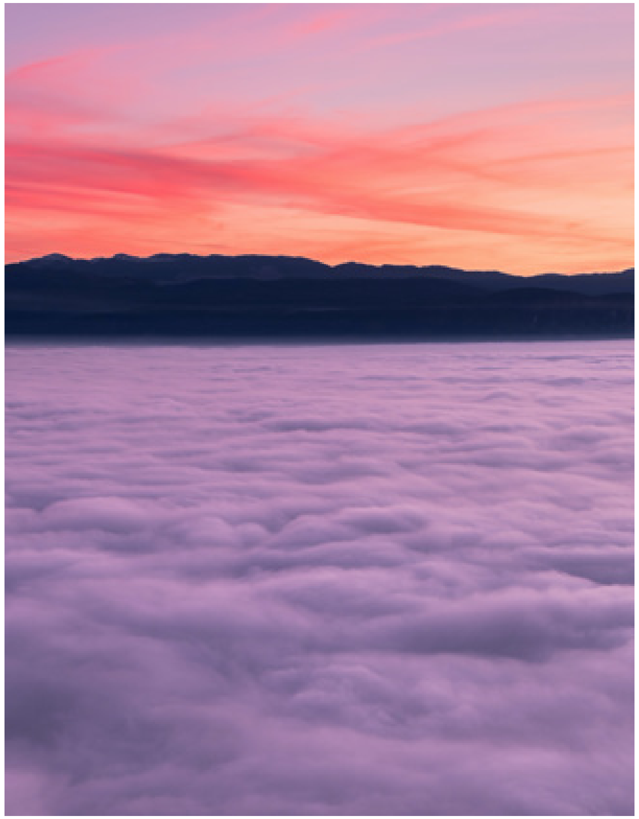
While budgets should be as accurate as possible, it is recognized that a budget is essentially a plan and that variances will occur during implementation. Consequently, a 10% variation in actual expenditure on budget lines is considered acceptable provided the overall allocation for the agreement is not exceeded. Variations in budget lines exceeding 10% should be reflected in an amendment to the implementation agreement, including the legal instrument with the partner/donor, and in a project revision and change to the Project Document.

Procurement And Recruitment

UNEP and MEA Secretariats enter Implementation Partnerships with non-profit organizations, NGOs, and Governments, to collaborate and invest in-kind or cash resources to implement activities directly executed by the Partner, within the framework of a specific project. UNEP and MEA Secretariats cannot disburse funds to a for-profit entity through Partnership implementation agreements. Where the predominant purpose of a collaboration is for the acquisition of goods and services, the UNEP procurement process should be followed.

Programme Support Costs/Administrative Costs

The administrative costs should be borne by the partner. However, in instances where the partner's capacity is limited, such costs may be included in the budget, with due justification. See Chapter 4 – Financial Management for allowable rates.



1% Coordination Levy

A standard Coordination levy clause is to be included in agreements between any funding partner and the United Nations entity. Pursuant to paragraph 10(a) of United Nations General Assembly Resolution 72/279 , the funding partner agrees that an amount corresponding to 1% of the contribution to UN entity shall be paid to fund the United Nations Resident Coordinator System. Note: The European Union pays the Coordination Levy directly to the UN Secretariat thus it does not need to be reflected in contributions from the EC. Further information can be found on the Coordination Levy Operational Guidance- This provides guidance and standard clauses for use in legal instruments.

15% Joint Implementation Budget

In 2017, UN Secretary General announced the allocation of at least 15 per cent of the non-core resources of United Nations development entities to joint activities[1]. As part of UN reform process, 15% is the minimum amount of expenditure that all UN entities now need to spend in a collaborative manner with other UN agencies to help deliver the SDGs in a coordinated manner. This allocation needs to be built-in to the budgets of legal agreements between UNEP and other UN agencies.

Instalments and Payment Schedule

A key consideration for the effective management of legal agreements is the level of financial advances paid to the implementing partner. In general, lower levels of advances are preferred as this allows UNEP to minimize financial risk by withholding subsequent instalments in cases of non-performance. Instalments should correspond with the resources required to achieve the agreement's major milestones; however, higher initial instalments may be warranted by factors such as the partner's satisfactory prior performance, low overall cost of the agreement, nature of activities etc. Apart from the initial instalment, requests for subsequent advances should be accompanied by substantive and financial reports. The latter should provide detailed information on expenditures incurred against each budget line.

Financial/Expenditure Reports

All expenditure reports should be certified by an authorised official from the partner institution attesting to the accuracy of reported expenditures. UNEP will only accept expenditures that are in line with the approved budget. Roles and responsibilities of UNEP staff to monitor the financial implementation of partners is described in Chapter 4 – Financial Management.

Audit

Although certified financial statements provide some assurance of authenticity, financial statements should also be independently verified by an external auditor. As auditing all implementation agreements would neither be cost-effective nor practical, **only agreements exceeding a value of US$200,000 (Project Cooperation Agreements) are required to be audited at the end of their implementation**. The audit may be performed as part of the partner's external audit process provided UNEP's funding is explicitly mentioned as being included as part of the audit. Should this not be possible, the cost of the audit may be covered in the implementation agreement's budget. While the audit would be left with the relevant partner organization, it should not preclude the audit of the partnership by the UN's Office of Internal Oversight Services (OIOS).

[1] https://undocs.org/A/72/684

Delegation of Authority

The following table describes to whom authority is delegated for clearance and signature of legal instruments and agreements in UNEP. Further information is available Delegation of Authority page on WeCollaborate.

LEGAL INSTRUMENT		AUTHORITY TO SIGN						
		Executive Director (ED)	Deputy Executive Director (DED)	ASG, New York	Director CSD	Division Directors	Regional Directors	D1 & D2 Heads of Offices reporting to ED and DED
L1	MoUs with strategic partners (inc. for profit and not for profit entities), which may include some standard clauses/ templates.	SIGNS	SIGNS		CLEARS			
L2	Standard MoU (using approved standard template) with partners (inc. for profit and not for profit entities), at country/regional level that aligns with PoW			SIGNS	CLEARS (Non-standard MOUs only)	SIGNS	SIGNS	SIGNS
L3	Standard legal instruments with financial implications (using approved UNEP standard legal agreements							

		AUTHORITY TO SIGN						
	LEGAL INSTRUMENT	**Executive Director (ED)**	**Deputy Executive Director (DED)**	**ASG, New York**	**Director CSD**	**Division Directors**	**Regional Directors**	**D1 & D2 Heads of Offices reporting to ED and DED**
	These include: • Project Implementation Agreements (inc, Project Co-operation Agreements (PCAs) and Small-scale funding agreements (SSFAs)) • Letters of Agreement (both part A & B) • UN Agency to UN Agency Contribution Agreements			SIGNS	CLEARS (only applies to non-standard instruments)	SIGNS	SIGNS	SIGNS
	Donor Agreements for less than USD 1.0 million			SIGNS	CLEARS (only applies to non-standard instruments)	SIGNS	SIGNS	SIGNS
	Donor Agreements for more than or equal to USD 1.0 million	SIGNS	SIGNS		CLEARS (all agree-ments to be signed by ED/DED)			
L4	Application and proposals related to corporate global partnerships (i.e. GEF, GCF and EC)	SIGNS			SIGNS			

LEGAL INSTRUMENT		AUTHORITY TO SIGN						
		Executive Director (ED)	Deputy Executive Director (DED)	ASG, New York	Director CSD	Division Directors	Regional Directors	D1 & D2 Heads of Offices reporting to ED and DED
	Amendments to legal instruments							
	Amendments to legal instruments signed by the ED/DED	SIGNS	SIGNS		CLEARS			
	Amendments to legal instruments signed at the Divisional/Regional level			SIGNS		SIGNS	SIGNS	SIGNS

The following table describes to whom authority is delegated for approval and signature of legal instruments and agreements by **Multilateral Environment Agreements (MEA) Secretariats.**

		ROLES AND RESPONSIBILITIES			
	Legal Instrument	From UNEP ED	To UNEP DED	To MEA Executive Head reporting to Executive office	To UNEP Director CSD Corporate
L1	MoUs with strategic partners (inc. for profit and not for profit entities), which may include some standard clauses/ templates.	APPROVES	APPROVES If recommended by MEA Executive Head	APPROVES	CLEARS

		ROLES AND RESPONSIBILITIES			
L2	Standard MoU (using approved standard template) with partners (inc. for profit and not for profit entities), at country/regional level that aligns with PoW.	APPROVES		APPROVES	CLEARS (Only for non-standard MOUs or deviations from boiler plater clauses)
L3	Standard legal instruments with financial implications (using approved UNEP standard legal agreements	APPROVES		APPROVES	CLEARS (Only for non-standard legal instruments or deviations from boiler plater clauses)
	These include: • Project Implementation Agreements (incl, Project Co-operation Agreements (PCAs) and Small-scale funding agreements (SSFAs)) • Letters of Agreement (both part A & B) • UN Agency to UN Agency Contribution Agreements	APPROVES		APPROVES	CLEARS
	Donor Agreements for less than USD 1.0 million	APPROVES		APPROVES	-
	Donor Agreements for more than or equal to USD 1.0 million	APPROVES		APPROVES	CLEARS

		ROLES AND RESPONSIBILITIES			
L4	Amendments to legal instruments				
	• Amendments to legal instruments signed by the ED/DED	APPROVES	APPROVES If recommended by MEA Executive Head	RECOMMENDS	CLEARS
	• Amendments to legal instruments signed at the Divisional/Regional level	APPROVES		APPROVES	CLEARS (Only for deviations from boiler plate clauses)

Human Resources

Human Resources (HR) is a critical component in project delivery. Timely recruitment and effective management of personnel, along with learning and development for staff members are important elements of a Results Based Management (RBM) approach, and good Project Cycle Management (PCM).

Contents

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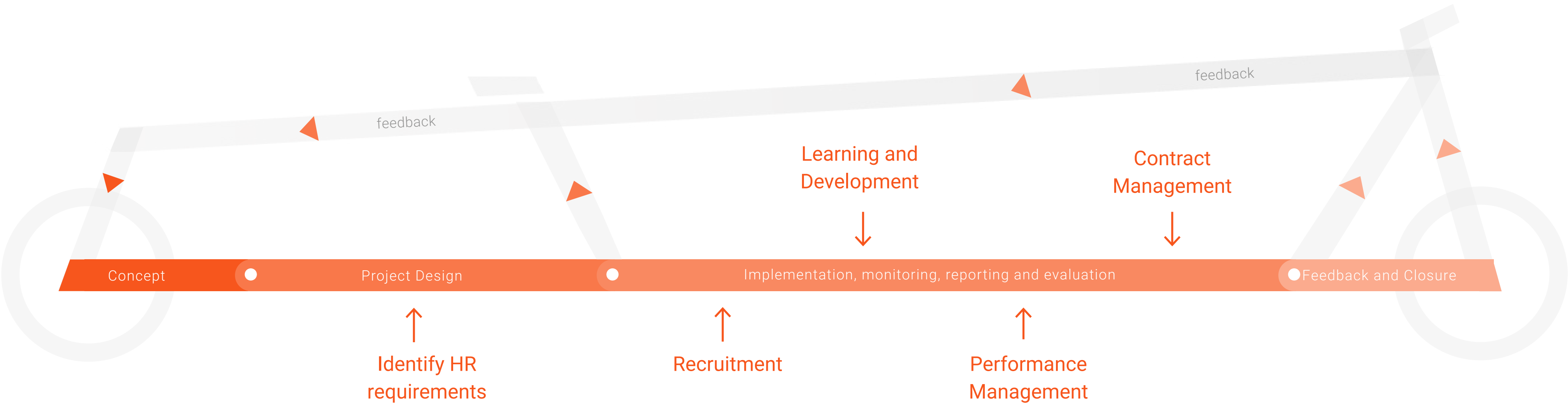
HR and Project Cycle Management (PCM)



Key Human Resource activities during the project cycle include the following:

Project Concept Development and Project Design

Human Resource (HR) requirements for the effective delivery of a project's targeted outputs and outcomes should be identified at the project design stage. This includes staff positions and non-staff categories such as Consultants and Individual Contractors.

In the Project Document (ProDoc) it is necessary to identify all project staff roles including the Project Manager, First Reporting Supervisor and Fund Manager, and lines of responsibility of project team members. The project management structure should be described in an organizational diagram for the project. The ProDoc must also identify the composition of the project steering committee, divisions and regional offices involved in the project, terms of reference for key project team and contract positions, including information on the RBM skills of the proposed Project Manager. The ProDoc must also identify the roles that are already filled, and the new hires required explaining the cost-effectiveness of this choice versus subcontracting partner agencies with relevant expertise, and a summary of staff costs. Staff costs should be identified in the project's results-based budget.

Recruitment can only commence after funding is confirmed, the project is approved and created in UMOJA, and the Work Breakdown Structure Element (WBSE) for staff costs has been created. To ensure that project start-up is not delayed, it is recommended that units and branches:

- **Identify existing staff members** who can temporarily fill project positions pending new recruitment.
- **Temporarily recruit** key project posts during this period.

Implementation, Monitoring and Reporting

Where existing staff have fulfilled project positions on a short-term basis, transition to new hires, including detailed briefing and handover must take place.

Training and development needs of project staff, both mandatory and project specific should be identified during the project design phase and fulfilled as early as during the inception period of implementation and not later than this. It is advised that all project staff, including consultants, admin and FMOs complete training in RBM, and all project managers and supervisors complete mandatory Project Management training.

Performance management.

Performance management involves the creation of individual workplans, periodic performance conversations, and end-of-cycle appraisals and is essential to embed a culture of accountability for results.

Appointment review and contract management procedures (including the extension, expiration, or termination of staff contracts) should take place using the intervals and approaches described below.

Recruitment – Remunerated Personnel

This content covers remunerated personnel such as staff members, consultants and individual contractors. Recruitment and selection of Staff to whom the Organization has granted or proposes to grant an appointment of one year or longer under the Staff Rules is described in ST/AI/2010/3/Rev.1. This includes staff in the Professional and above categories and in the General Service Category.

Recruitment and selection of staff appointed for short-term requirements for a single or cumulative period of less than one year (all categories) is described in ST/AI/2010/4/Rev.1. When a need for service for more than three months but less than one year is anticipated, a temporary job opening shall be issued by the programme manager in the electronic platform (Inspira) for a minimum of one week.

Recruitment and selection of consultants and individual contractors is described in ST/AI/2013/4. When the services of a consultant or individual contractor are needed for more than six months, an opening shall be posted in the electronic platform provided for this purpose for a minimum of seven working days. For each assignment, every effort shall be made to shortlist for consideration a minimum of three candidates from the widest possible geographical basis.

Recruitment Timelines

The following table indicates the average UNEP end-to-end recruitment time for remunerated personnel, as advised by UNEP's HR Section. End-to-end signifies the point from advertisement of a new position on Inspira to contract finalization and signature by a new staff member. Either side of these timelines, additional time may need to be anticipated beforehand for role classification and creation of the job description, and after contract finalization for completion of notice period or other time required for relocation and on-boarding by incoming staff. This information should be taken into consideration during project concept development and project design to anticipate the time required to bring new staff onto a project.

<table>
<tr><th colspan="4">TASKS AND TIMELINE</th></tr>
<tr><th>Role</th><th>Role classification and creation of Job Description</th><th>Advertisement through to contract finalization</th><th>Completion of notice period and/or relocation if applicable</th></tr>
<tr><td>P and G staff</td><td rowspan="3">Dependent on role type and responsibilities.</td><td>Minimum of six (6) months for the P and G staff (4 months - 120 days) for the recruitment and selection phase

Minimum of two (2) months for the offer management and onboarding, especially if candidate is moving from a different duty station).

This does not cover the role classification and JO building phase.</td><td rowspan="3">Dependent on role type and situation of candidate selected.</td></tr>
<tr><td>Temporary Staff</td><td>Three (3) months</td></tr>
<tr><td>Consultant/ Individual Contractor</td><td>One and a Half (1.5) Months</td></tr>
</table>

Staff Recruitment Process (appointment of one year or longer)

1. 2. 3. 4. 5. 6.

Screening and Evaluation

The hiring manager shall evaluate all applicants released to him/her and shall prepare a shortlist of those who appear most qualified for the job opening based on a review of their documentation.

Assessment

Shortlisted candidates shall be assessed to determine whether they meet the technical requirements and competencies of the job opening. The assessment may include a competency-based interview and/or other appropriate evaluation mechanisms, such as, written tests or work sample tests.

Central Review Bodies Selection Approval Review Process

The Central Review Board (CRB) reviews and approves the selection process and the recommended candidature at the D1 and P5 levels.

The Central Review Committee (CRC) reviews cases at the P4 to P1 levels.

The Central Review Panel (CRP) reviews recruitment cases at the G5-G7 level

Recommendation for Offer

Upon approval the Hiring Manager recommends:

- P5 and above candidates to the Executive Director
- P4 and below candidates to the Delegated Authority of the Director of the Division/Office for appointment

Offer

After selection UNON HRMS issues an offer of appointment

Finalization

UNON finalizes pre-recruitment formalities including qualification checks, reference checks and medical clearance

Temporary Staff Recruitment Process

1

Screening And Shortlisting

Screening and short listing of applicants based on requirements of the job opening.

2

Selection

Hiring Manager selects based on reviews/test/interviews of the applications and based on the applicable Delegation of Authority.

3

Offer

Upon confirmation, the hiring division/ office issues an offer of appointment.

4

Finalization

UNON finalizes pre-recruitment formalities including qualification checks, reference checks and medical clearance

Detailed information can be found in the SOPs for Recruitment of Staff, found on the Recruitment Remunerated Personnel page on WeCollaborate (UNEP Intranet).

Consultants/Individual Contractors Recruitment Process

The Secretariat utilizes temporary assistance in order to respond quickly, flexibly and effectively to organizational priorities. Instructions on ST/AI/2013/04 set out the provisions applicable to individual contracts that are issued to consultants on individual contracts. For more details on the differentiation between consultants and legal contractors, see the HR Portal, Consultants and Individual Contractors.

1

Desk Review Or Roster Review

Hiring manager conducts a desk review or identifies candidates from the Rosters (which should be used where available).

2

Selection

Hiring Manager then selects the candidate based on the desk review or roster..

3

Contract

After selection, UNON HRMS processes the contract through Umoja

Detailed information can be found in the SOP for Recruitment of Consultants and Individual Contractors, found on the Recruitment Gratis Personnel page of WeCollaborate..

Remunerated Contracts Table

The table below outlines the difference between the various remunerated contract types:

	STAFF (1 YEAR+)	TEMPORARY STAFF	CONSULTANT	INDIVIDUAL CONTRACTOR
Contract duration	Min. 1 year	Max. 364 days. In exceptional circumstances can be extended to Max. 729 days	Max. 24 months out of 36 consecutive months	6 months out of 12 consecutive months, renewable for 3 months
Renewable	No time limit		After 36 months	3 months
Document	Classified Job Description	Classified Job Description	Terms of Reference	Terms of Reference
Platform	Inspira	Inspira	Inspira	Inspira
Announcement period	Minimum **30 days for GS staff** **45 days for P staff** **30 days for project staff**	Minimum of **7 days**	Minimum of **7 days**	Minimum of 7 days

	STAFF (1 YEAR+)	TEMPORARY STAFF	CONSULTANT	INDIVIDUAL CONTRACTOR
Selection process	Screening Short-listing Testing Central Review Bodies • D1-P5: CRB review and approve • P4-P1: CRC review • G5-7: CRP review • G1-4: No review • Recommendation • P5 above: ED approves • P4 below: Delegated authority approves	• Screening • Short listing • Selection Qualifications check Offer of appointment	Desk review OR rosters (where available) • Selection • Contract	Desk review OR rosters (where available) • Selection • Contract

Eligibility Requirements:

In order to ensure that the recruitment of UN staff is always carried out in accordance with the highest standards of transparency and fair competition, with due regard to the qualifications of all candidates, the UN regulatory framework sets out minimum eligibility requirements depending on the type of appointment. All details are provided in the respective administrative instructions. For example:

- **Staff members holding a temporary appointment who are recruited in the Professional and higher categories**, on a temporary appointment, and placed on a vacancy authorized for one year or more may not apply for or be reappointed to their current vacancy within six months of the end of their current service.
- **Upon separation from service, including, but not limited to, expiration or termination of, or resignation from,** a fixed-term, continuing or permanent appointment, a former staff member will be ineligible for re-employment on the basis of a temporary appointment for a period of 31 days following the separation.
- **A staff member under temporary appointment who has reached the limit of service under one or several successive temporary appointments**, or, exceptionally, 729 days of service, is not eligible for re-employment on a new temporary appointment or as a consultant or individual contractor:
  - » within three months of the end of his/her most recent appointment in the same duty station
  - » within 31 days in a different duty station
- **Interns, consultants, individual contractors, and gratis personnel** may not apply for, or be appointed to, any position in the Professional and higher categories or positions at the FS-6 and FS-7 levels in the Field Service category while in service and/or within six months of the end of their current or most recent service. This restriction does not apply to associate experts and Junior Professional Officers appointed under the Staff Rules.

Additional information related to recruitment of remunerated posts, including special post allowances can be found on the Recruitment Remunerated Personnel page on WeCollaborate.

Recruitment – Gratis Personnel

This content concerns recruitment of Junior Professional Officers, United Nations Volunteers, Interns and Consultants on Non-Reimbursable Loan, which are all different categories of gratis personnel engaged by UNEP.

Junior Professional Officers

Junior Professional Officers (JPO) are young, professional-level staff financed by governments at no cost to UNEP for a period of two to four years. In some cases, the third and fourth year are co-funded by UNEP and the donor government on a 50% cost-sharing basis.

Once a formal Junior Professional Officer Agreement has been signed by both UNEP and the government, or is already in place, the process of recruitment should be followed as described in the SOP for Recruitment of JPOs available on the Recruitment Gratis Personnel page of WeCollaborate.

United Nations Volunteers

The United Nations Development Programme office in Nairobi deploys international and national UN Volunteers to support UNEP, as well as other UN Agencies, national governments, civil society organizations and communities in development initiatives. International and national UN Volunteers are subdivided into 'regular' (or professional) UN Volunteers and UN Youth Volunteers. The process to hire UNVs is often easier than JPOs and other gratis personnel. The SOP for UN Volunteers provides detailed information on the recruitment procedure.

Interns

The purpose of the United Nations internship programme is twofold:

1. to provide a framework by which students from diverse academic backgrounds gain exposure to the United Nations through assignment to offices within the Secretariat to enhance their educational experience and gain experience in the work of the United Nations; and

2. to provide United Nations offices with the assistance of qualified students specialized in various professional fields.

The SOP for Internships provides further information on the procedures for recruitment.

The step-by-step recruitment processes for JPOs, United Nations Volunteers, and interns, are described in detail on the Recruitment Gratis Personnel page of WeCollaborate.

Consultants on Non-Reimbursable Loans

Provision of gratis personnel to UNEP by either a private company (e.g., a private company) or by a government are classified as Type I Gratis Personnel. They may be recruited on a non-reimbursable loan agreement (NRL) without any cost to the United Nations for the staff member's remuneration. This is in done in accordance with the provisions set out in ST/AI/231/Rev.1.

Non-reimbursable loans may be negotiated for the acquisition of services required to assist in the execution of technical cooperation activities and may not be used in respect of secretariat-type posts or functions normally authorized under the regular programme budget. The sponsor generally pays 14% of the value of the services (which may be waved at the discretion of the Executive Director) to the credit of the United Nations overhead account. A copy of the standard agreement between the donor and the receiving organization is attached to ST/AI/231/Rev.1. The modules on Partnerships and Legal Agreements provide further information.

Learning and Development

UNEP places emphasis on providing strategic capacity building initiatives through formal and informal learning and training activities offered to staff members.

Mandatory Training

All UNEP staff members are required to complete the following courses:

	COURSE NAME	MODALITY	LINK
1	Environmental Sustainability Tutorial	Online	WeCollaborate
2	Basic Security in the Field - Staff Safety, Health, and Welfare Training	Online	Inspira
3	United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct	Online	
4	Ethics and Integrity at the United Nations	Online	
5	Information-security Awareness Foundational	Online	
6	United Nations Human Rights Responsibilities	Online	
7	I Know Gender: An Introduction to Gender Equality for UN Staff	Online	
8	Prevention of Sexual Exploitation and Abuse by UN Personnel	Online	
9	Preventing Fraud and Corruption at the United Nations	Online	

The above mandatory courses are subject to change (updated on Inspira). Information on how to register for mandatory learning can be found on the Learning Opportunities page of WeCollaborate or Inspira.

All consultants, individual contractors, UNVs and interns are also encouraged to complete the learning courses., in order to understand the UN/UNEP mandate and key imperatives. hey can register here:elearning.un.org. Instructions can be found here.

Additional training

The following additional training is recommended for all staff engaged in programme and project management and delivery:

	STAFF TYPE	COURSE NAME	MODALITY	LINK
10	Project Managers, Task Managers, Supervisors of Project Managers and Task Managers	Project Management Training	Expected to be ready by 2023	TBD
11	Project Managers, Task Managers, Supervisors of Project Managers and Task Managers	Results-Based Management training The RBM approach is a fundamental principle of UNEP's operations. Training on the RBM approach is offered on a regular basis to all UNEP staff. It is recommended that all staff involved in project/programme implementation at any level undertake the training. This training counts for three days of training time in the annual appraisal.	Online	Registration via UNEP eLearning
12	Staff with Supervisor roles	Performance Management and Development Learning Programme for Managers and Supervisors	Half-day, instructor-led programme	Registration through Inspira
13	Staff members with FMO work	Corporate Academy Specific training for strategic operations and applications in the workplace. The available curriculum is geared toward all staff with Fund Management Officer roles but will be expanded.	Online and blended courses	Registration through UNEP Corporate Academy:
14	Staff members in procurement	Procurement suite	Online learning programmes	Registration through Inspira

	STAFF TYPE	COURSE NAME	MODALITY	LINK
15	All personnel	United to Respect Based on ST/SGB/2019/8 it is highly recommended that all Staff and personnel in UNEP attend this course which focuses on promoting dignity and respect in the workplace.	Online or in person half day instructor led workshop	Registration opportunities announced through email announcements

Further leadership and management training opportunities are available through the UN HR page on Leadership Training. UNEP Staff at P4 or P5 levels, and staff at D1 or D2 levels are also required to undertake additional mandatory training which can be found on the Learning Opportunities page of WeCollaborate on Inspira.

Performance Management

Staff (1 year+), including Junior Professional Officers (JPO)

The Performance Management and Development System is governed by the provisions in ST/AI/2021/4. The performance cycle begins on **1 April of each year and ends on 31 March** of the following year. The performance cycle is normally 12 months. Exceptionally, the performance cycle period may be shorter or longer, but should not be less than 6 months nor longer than 18 months.

In the 2021-22 cycle a new performance management and development process was launched for all staff members who hold appointments of at least one year (except for staff at the USG and ASG level). The performance management and development system does not apply to staff members holding temporary appointments, who may be evaluated under the provisions of the administrative instruction on administration of temporary appointments (ST/AI/2010/4/Rev.1). The performance management cycle consists of three main phases:

1

Workplan preparation
Your work plan should be prepared and signed off at the beginning of each performance cycle. Effective workplans provide staff with clarity on their performance expectations.

2

Performance agreement conversations
Continuous conversations with your supervisor/supervisee on agreed performance goals and targets, including on learning goals. These replace the mid-cycle review..

3

End of cycle appraisal
this considers whether your performance in your role over the past cycle has positively contributed to the achievement of the goals for your team.

Performance management is carried out through Inspira. A manual with Instructions on UNEP's performance management systems, including how to create a workplan, and undertake an end of cycle review, can be found on the Inspira Streamlined Performance Management Cycle Manual. Further information on performance management, including Workplan Guides, End of Cycle Guides, and guides to gender integration in performance appraisals can be found on the Performance Management page of WeCollaborate.

Other Staff

For staff holding a temporary appointment, UN Volunteers and Interns, a more simplified performance management processes exists and can be found on the Performance Management page of WeCollaborate.

Appointment/Contract Management

The process for contract management of staff members is referred to as an appointment review. The process for consultants and individual contractors is referred to as contract management. There are three actions that can be taken in the review of appointments and the management of contracts:

1. **Extension**: This is the continuation of the contract beyond the current expiry date.
2. **Expiration**: The expiration of a contract coincides with the expiry date set in the contract itself.
3. **Termination**: The termination of a contract occurs when a contract ends before the expiry date. Termination is considered in exceptional cases and in close consultation with the Director of Corporate Services Division and the Executive Director.

Remunerated Staff: Process and Timelines for Appointment Review and Contract Management

	STAFF ON FIXED TERM APPOINTMENTS (1 YEAR+)	TEMPORARY APPOINTMENTS	CONSULTANTS AND INDIVIDUAL CONTRACTORS
Extension	The process of extending staff contracts commences 6 months before contract expiry; this is subject to the availability of budgetary resources. Initial contracts are usually for 1 year; thereafter, renewals are usually for 2 years, except where performance expectations are partially met or not met.	One month before expiry a notice should be sent for the renewal of staff holding a temporary appointment.	**Consultant** contracts can be issued for a maximum of 24 months out of 36 months. **Individual contractor** contracts can be issued for 6 months and extended exceptionally for an additional 3 months, for a total 9 months out of 12 months.
Expiration	A fixed-term appointment expires on the expiration date specified in the letter of appointment. As stated in the Letter of Appointment, a fixed-term appointment carries no expectation of renewal. Staff members shall be advised in writing at least 30 days in advance that appointment will not be extended. However, it is good practice to give **3 months' notice.**	Temporary Appointments expire on the date specified in the letter of appointment. A temporary appointment can be extended for a maximum of 364 days, renewable for one more year for a maximum total of 729 days.	Consultancy and Individual Contractor contracts expire on the date specified in the consultancy contract.

	STAFF ON FIXED TERM APPOINTMENTS (1 YEAR+)	TEMPORARY APPOINTMENTS	CONSULTANTS AND INDIVIDUAL CONTRACTORS
Termination	The Decision to terminate must be supported by strong evidence, including demonstration to rehabilitate, repair or address solutions.		

Gratis Personnel: Process and Timelines for Appointment Review and Contract Management

	JPOS	INTERNS	UNVS	CONSULTANTS ON NON-REIM BURSABLE LOANS
Extension	A JPO Position is usually funded for two years but the contract is issued for one year at a time. Extension for a 3rd and maximum 4th year on a cost sharing basis is based on agreement with the sponsoring government and UNEP. Once the two organizations are in agreement, (and also the agreement of the JPO) the process for extension is as per regular staff.	An internship is a minimum of 2 months in length. This can be extended up to a maximum of 6 months. Two (2) weeks' notice is usually required to process an extension to an internship.	UNV appointments are usually for 1 year and can be extended for a maximum of 4 years. The UNV Office (through UNDP) monitors volunteer assignment end dates as part of relationship management with UNEP and discusses the possibility of (non) extension of contracts. If agreed these are then processed by the UNV/UNDP office.	Non-reimbursable loans are normally for a period not exceeding three years. In exceptional circumstances, the Controller and the Assistant Secretary-General for Human Resources Management may authorize extensions up to a maximum of five years' total service.

	JPOS	INTERNS	UNVS	CONSULTANTS ON NON-REIM BURSABLE LOANS
Expiration	At the end of the 2nd or 3rd or 4th year, the JPO is informed by the Division on extension or separation on the date specified in the letter of appointment. As much notice is given as for regular staff.	An Intern can be engaged for a minimum duration of two months and up to a maximum of six months at which point an internship expires.	The UNV Office sends an end of contract reminder to the host entity (UNEP) At 3 months and 2 months from the end of contract date. Where the extension is not being requested, or the UNV has served for 4 years, UNV/UNDP office separates the UNV.	Contract expires in 3 years, or 5 years if exceptionally extended for 5 years.
Termination	Termination of JPOs shall be considered in exceptional cases and in close consultation with the Executive office and the Director, Corporate Services Division, and the sponsoring Government Failure to comply with the requirements in section 6.2 of ST/AI/2020/1, and those contained in the internship agreement between the Organization and the intern, may result in the termination of the internship agreement in consultation with Corporate Services Division and the Division. Termination of UNVs shall be considered in exceptional cases and in close consultation with the Executive office and the Director, Corporate Services Division, and the UNV/UNDP Office			A non-reimbursable loan may be terminated at any date prior to its scheduled expiration at the request of the person serving on loan, the donor, or the United Nations. The donor shall be responsible for any additional costs that may result from such termination.

Procurement

Procurement processes can vary in complexity and duration depending on the type and value of goods, services and works required. It is important to understand the rules and principles governing procurement, the processes to follow and the roles and responsibilities involved. Doing so supports effective and timely procurement planning and execution, which is a key element of good Project Cycle Management (PCM) and Results-Based Management. In UNEP the Supply Chain Management Team is responsible for the organization's procurement function and is a strategic partner in the delivery of projects.

Contents

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Administrative and Legal Framework

Procurement in UNEP is guided by the following:

1. United Nations Financial Rules and Regulations (FRR) ST/SGB/2013/4 dated 1 July 2013.
2. Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules governed ST/SGB/2019/2 dated 17 December 2018.
3. United Nations Procurement Manual. Current Version Published 30 June 2020.
4. Administrative guidance and instructions issued by the UNEP Supply Chain Management Team (SCMT).

The UN Procurement Manual is intended to provide operational guidance on procurement policies and procedures to all staff members. The Procurement Manual is subject to periodic updating and refinement by the Organization, as and when necessary. This chapter details the application of these rules and regulations in relation to UNEP..

Procurement Principles

The following principles, defined by United Nations FRR 5.12 **must** be adhered to when planning and executing procurement of goods, services and works:

Best Value for Money (BVM):

It is necessary for the UN to achieve BVM, which is the the optimization of the total cost of ownership and quality needed to meet the user's requirements, while taking into consideration risk factors and resources available. Often the BVM solution may not necessarily offer the lowest cost.

Fairness, Integrity, and Transparency:

The UN must offer equal opportunities to all bidders, exhibit strong moral principles and honesty and decency in dealing with others The UN must also ensure that all information on procurement policies, procedures, opportunities, and processes is clearly defined, made public, and/or provided to all interested parties concurrently.

Effective International Competition

Adequate notification should be given to a vendor community as geographically broad as possible to ensure sufficient time to participate in procurement processes. There should be no restriction of competition through over-specification, generic specifications should be used (brand names should only be used to define the required standard), along with an invitation to offer equivalent products, and economies of scale should be achieved where possible.

Best Interest of the UN:

All procurement activities will be carried out in compliance with the applicable rules and regulations.

Given the nature of procurement as a discipline, the application of these principles requires procurement officials to constantly make judgement calls within the established organizational policies and procedures. In UNEP the members of the Supply Chain Management Team are the sole staff with the appropriate training, experience, certifications, and delegations which gives them the authority to make the required decisions arising from structured informational requirements. Decisions are made against organizational policies and procedures, and attendant check and balances.

Procurement Standards

Procurement is further guided by the following standards:

Accountability

UN organizations are the stewards of all public funds which have been provided in trust by people and their governments to fulfill the agreed purposes of the UN. A significant proportion of these funds are used through formal and informal procurement processes, for which there are many stakeholders – whether as donors, suppliers, or beneficiaries. These stakeholders need to be assured that the funds are being used correctly. Formal procurement processes include Request for Proposal (RFP) and Invitation to Bid (ITB), informal procurement processes include Request for Quotation (RFQ) and Low-Value Acquisition (LVA). Further information on each process is described below.

Segregation of duties

Segregation of duties is an internal control mechanism used to assure that no single individual or organizational unit is given responsibility for more than one related function within a single procurement process. The main purpose is to emphasize accountability of all key players in the procurement process and reduce the possibility of error or corruption.

In UNEP procurement this means that the Requester (Project team member), Requisitioner, Certifying Officer, Procurement Approving Authority, Procurement Official (Buyer) and Payer are all separate from one another, to provide appropriate organizational checks and balances and to permit specialization in their respective professional areas. The role and identification of each individual in UNEP procurement processes is described in greater detail below.

Conflict of interest

To avoid conflicts of interest, the following rules apply to UNEP staff:

- Staff members who have a financial interest in a bidder are prohibited from involvement in any procurement process involving such bidder.
- Staff members with a personal or professional interest in a bidder are also prohibited from any involvement in the acquisition process.

- Staff members who perform any function in the acquisition process, including project staff identifying and defining procurement needs, should not accept any form of hospitality; gifts; inducements, including bribes; or incentives such as free or discounted goods and private services. The UN has a zero-tolerance policy vis-a-vis gifts or hospitality from any individual or entity doing or seeking to do business with the UN.

- Staff members involved in the acquisition process should promptly notify the Head of Office of any case where a conflict of interest, such as those described above, may arise. Staff member are also encouraged to report suspected malfeasance or unethical behaviour in UN Ethics Office.

- All staff members whose principal duties involve the procurement of goods and services are required to participate in the United Nations Financial Disclosure Programme.

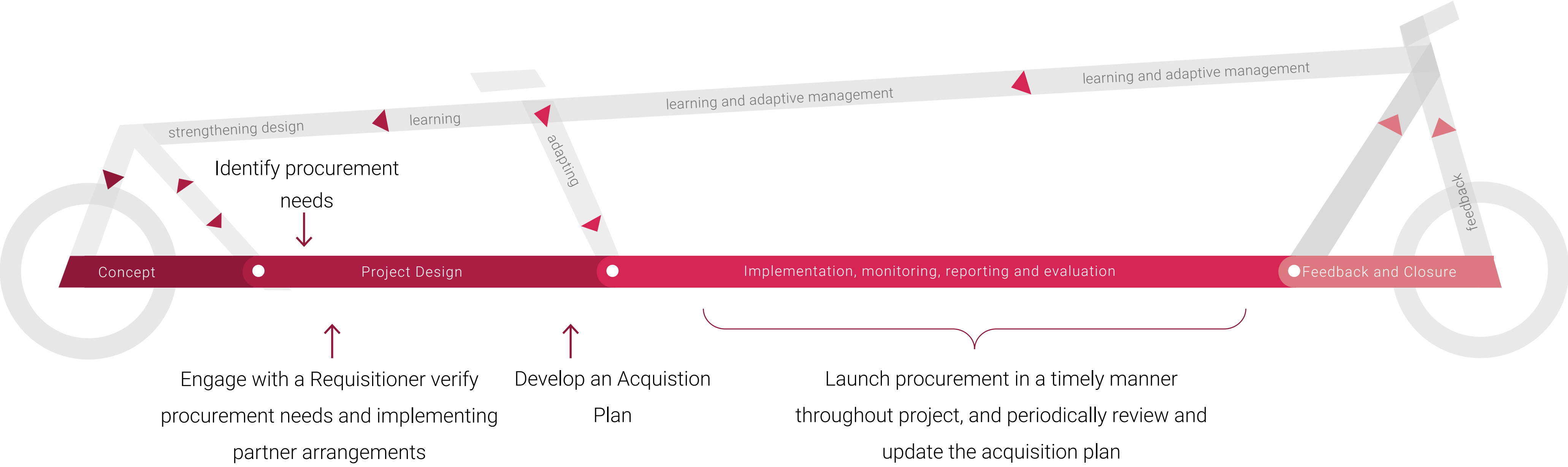
Delegation of authority (DoA)

UN organizations have established DoAs to implement procurement activities. The procurement delegation provides authorization to award and/or sign a contract and/or issue payment upon confirmation that the correct procedures have been followed. By exercising the authority, the staff member becomes accountable for the action..

The UNEP DoA Policy and Framework covers procurement, including those staff with authority to review and approve steps in the procurement process. Roles of different UNEP staff, and their levels of authority is described below under the sections on Procurement Process and Delegation of Authority on WeCollaborate.

Further information on principles and standards for procurement can be found in the UN Procurement Manual.

Procurement and Project Cycle Management (PCM)



Key procurement activities during the project cycle:

Concept Development and Project Design

At the project design stage procurement needs for the proposed project should be identified and budgeted for. This includes all goods, services, and works predicted to be required for effective delivery of the project. Project Managers/Developers and Task Managers are recommended to engage with a Requisitioner or the Supply Chain Management Team (SCMT) for complex and high-risk cases as early as possible during the project design stage and share procurement needs with them well in advance throughout the project life cycle, along with implementing partner arrangements.

Who/What is a Requisitioner?

A Requisitioner is a UN staff member that can translate a procurement need into a delivery strategy that also initiates a purchase requisition. They are staff trained in UN procurement processes, who can identify the appropriate strategy to follow based on the need and value, and in line with UN procurement rules and UN FRRs. The relationship between a Project/Task Manager and a Requisitioner is an important component of good project-cycle management. Each UNEP office has allocated Requisitioners, usually located within a unit or a sub-unit. To identify a Requisitioner, staff should contact the Head of Administration of their Division/Regional Office/MEA.

At the project design stage Project Managers/Task

Managers should work with the Requisitioner to develop an acquisition plan for the project. A Requisitioner can advise on the procurement processes and associated timelines required to deliver a project's procurement needs and ensure that goods, services, and works are available at the required time during project implementation. Early engagement with a Requisitioner provides the opportunity to seek guidance, identify challenges and avoid potential procurement issues during project implementation.

Notwithstanding what is advised above, complex multi-year projects or programmes may benefit from the early strategic advice on procurement matters. The UNEP SCMT is mandated to provide this advice and can help in the appropriate formulation of plans and approaches to procurement in projects before unattainable expectations are set with donors or key stakeholders. Therefore, UNEP staff are advised to engage early in the cycle to leverage procurement as a strategic advantage to the project/programme.

UNEP Guidelines on the use of UNEP's Legal Instruments with Implementing Partners allow for incidental procurement up to specific thresholds. Projects that are engaging with implementing partners who will undertake procurement are recommended to contact the UNEP Supply Chain Management Team during the project design process to verify plans for implementing partner procurement. Questions regarding the use of standard UNEP Legal Instruments should be directed to UNEP's Legal Unit.

Implementation, Monitoring and Reporting

During the implementation stage of the project procurement activities should be launched according to an acquisition plan developed during project design. The roles and responsibilities involved in the procurement process are described below. It is recommended that Project/Task Managers regularly monitor their procurement requirements and engage with their Requisitioner on at least a six-monthly basis to update the acquisition plan.

Procurement Planning

Two key roles and responsibilities exist in the planning of procurement for UNEP projects:

ROLE	RESPONSIBILITIES
Project Manager/Task Manager	• Identify and describe procurement needs. • Identify a Requisitioner(s) to work with to deliver the project's procurement needs. • Seek guidance on procurement needs and associated procurement processes, and verify procurement plans and partnership arrangements. • Develop an annual acquisition plan in collaboration with the Requisitioner. • Prepare an updated annual acquisition plan in Q4 of the preceding year. • Monitor procurement needs and regularly update the acquisition plan (minimum every six (6) months).
Requisitioner	• Support project staff to develop and update acquisition plans, ensuring that proposed expenditures are in accordance with the project and UNEP's mandate. • Provide advice on suitable solicitation strategies and associated time required to undertake procurement to support effective project planning. • Establish the requisition process and drive forward the administrative process.

Acquisition Plans

At the project level, the primary tool for procurement planning is the acquisition plan. The purpose of an acquisition plan is to identify needs, understand the timeline required and identify the solicitation strategy. A typical acquisition plan includes:

- Type of goods, services or works, using the UN nomenclature (UN Standard Products and Services Code (UNSPSC).
- Estimated quantity (number of units) or term (number of months or years).
- Estimated value in US dollars, funding source and budget reference. (Note: Sufficient funding to cover the cost need not be available at the moment when the acquisition plan is prepared.)
- Delivery date or quarter when the goods are required to be delivered or the services or works are required to commence and be completed.
- Any other relevant information (e.g.: locations where goods, services or works are required if different from the Requisitioner's office.)

Sample acquisition plans can be provided by Requisitioners or the UNEPSCMT. UMOJA has a Supply Chain Planning Tool, and it is anticipated that UNEP will roll this out in the future, enabling digital acquisition planning.

Best practices in procurement planning

DO	DON'T
Establish an annual acquisition plan for your project during the project design stage, and review and revise this regularly.	Raise piecemeal requisitions.
Understand the timelines required and plan early. Allow Requisitioners sufficient time to develop a solicitation strategy and complete procurement.	Circumvent proper procedures by splitting requirements.
Consolidate repetitive requirements as far as possible to profit from economies of scale.	Neglect procurement planning after the project has commenced.

Procurement Process

While UNEP procurement processes are uniform, it is decentralized, and variations in the process to be followed may exist between UNEP offices (e.g. Regional versus HQ Offices). The table below describes the main steps, roles and responsibilities involved in the procurement process.

STEP	ROLE	RESPONSIBILITY
STEP 1	**Project/Task Manager**	• To initiate procurement, the Project/Task Manager completes a Purchase Request Form (PRF) to describe the need using generic specifications and/or equivalent criteria. The Project/Task Manager must gain the necessary approvals for the PRF. • UNEP does not have one single template for a Purchase Request Forms (PRF) given the variety of different types of requests (e.g. amount threshold; type and nature of the purchase request, etc.) Project/Task Managers should contact their Requisitioner to request the relevant form.
STEP 2	**Director/Regional Director/ MEA Executive Secretary (or delegate)**	• Approves the PRF, and the request to initiate a procurement action.
STEP 3	**Fund Management Officer (FMO)**	• Reviews the PRF for alignment with project budget and budget codes
STEP 4	**Requisitioner**	• A Requisitioner has primary responsibility for capturing demand data, consolidating needs from end-users and stakeholders, defining generic and clear specifications in consultation with the primary stakeholders. The Requisitioner reviews the PRF, and if necessary, consults with the Project/Task Manager to fully understand what is required, and identifies the relevant solicitation strategy using one of the following three routes:

STEP	ROLE	RESPONSIBILITY
STEP 4	Requisitioner	• Procurement using an existing UNEP procurement contract • Checks in UMOJA Power BI whether an existing supplier contract can be used. This applies to basic, standard goods or simple services with clear specifications and at times may be used for more complex specifications depending on availability of the system contract. • If a suitable contract(s) is identified, the Requisitioner communicates with the contract owner (i.e. the Project/task Manager who is typically the 'hire-er' and/or the approver) to verify whether the contract can be used for the procurement need.
		Common UN procurement • A UN Secretariat entity may use a contract (including purchase orders and/or long-term agreements) concluded by another UN Organization, provided that the contract satisfies the UN Secretariat entity's requirements, specifically in terms of value for money and fit-for-purpose. • The Requisitioner checks whether a suitable contract exists on the United Nations Global Market. • If a suitable contract(s) is identified, the Requisitioner communicates with the contract owner to verify whether the contract can be used for the procurement need.
		Initiate a new solicitation exercise • Raises a requisition - a new request for goods, services or works. • Drafts the requirements in the form of specifications, TORs, as well as associated technical evaluation criteria, in consultation with the Project/Task Manager if necessary. • "Raises a shopping cart" in UMOJA.

STEP	ROLE	RESPONSIBILITY
STEP 4	**Requisitioner**	• Ensures that sufficient funds are available for the requirement. The Requisitioner is responsible for securing specific funding allocated only to the applicable procurement, both at the time of contract award and during the entire life of the contract. • Leads contract management duties including vendor performance evaluation, where appropriate, in coordination with the end-user, if applicable.
STEP 5	**Certifying officer**	• The Certifying Officer (CO) is the UN official responsible for managing the utilization of resources, in accordance with the purposes for which those resources were approved. They also oversee the principles of efficiency, effectiveness and the FRRs. • The CO reviews the requests issued by the Requisitioner, to ensure that the technical specifications are generic and that funds are available for the procurement. Certifying authority and responsibility are assigned on a personal basis and cannot be delegated. The CO reviewer function cannot also be an approver function in accordance to separation of duties (under Financial Rule 105.6). • Certifying Officers are responsible for approving requisitions. By approving a shopping cart, the CO takes responsibility and accountability for initiating the procurement action, and the attached documentation and preferred process. A Certifying Officer must inform a Requisitioner whether their requisition was approved or not. • **Identifying a Certifying Officer:** To identify a Certifying Officer, staff should check the UNEP Delegations Repository, searchable by Division/Office/MEA on WeCollaborate.
STEP 6	**Procurement Approving Authority/Delegation of Authority (DOA) Holder.**	• Approves the procurement of goods, services, or works within their designated DOA level, and ensures that prior to any commitment being made, the procurement activity strictly complies with UN procurement principles and standards. • In UNEP the Procurement Approving Authority is comprised exclusively of members of the UNEP Supply SCMT.

STEP	ROLE	RESPONSIBILITY	
STEP 7	**Procurement Official/Buyer**	• Procurement activities can only be undertaken by Procurement Officials who are the staff members responsible for the procurement process. The dedicated procurement of goods and services is carried out by professional staff with proper training, knowledge, and experience, or by administrative staff with the appropriate procurement expertise, training, and qualifications if approved by the ASG, OSCM. • Only Procurement Officials can communicate with vendors. • In UNEP the Procurement Official/Buyer is typically a G5-G7 staff member. • The Procurement Official who completes the procurement process varies depending upon the location of procurement request and the value of the request, as described below:	
		• UNEP Outposted Office	• UNEP Nairobi
	Procurement value up to USD 50,000[1]	• Buyer (Procurement Official) in outposted office	• UNEP Supply Chain Management Team
	Procurement value greater than USD 50,000[2]	• United Nations Office Nairobi (UNON) Procurement Services • United Nations Office at Geneva (UNOG) Procurement Services • ESCAP Procurement Services • PD Procurement Services (NY)	• United Nations Office Nairobi (UNON) Procurement Services
STEP 8	**Requisitioner**	• Upon completion of procurement, the Requisitioner also accepts goods and/or services delivered by vendors and creates receiving and Inspection reports in UMOJA.	

[1] Threshold at the time of writing. This may be subject to change in future.

[2] Ibid.

Software Procurement

There is usually a high demand for software procurements and licenses and that procurement modality is described below:

STEP	ROLE	RESPONSIBILITY
STEP 1	Project/Task Manager or project staff	• Identifies the software need and complete a Purchase Request Form.
STEP 2	Requisitioner	• Uses UN Intranet iSeek - ICTS standards for Hardware and Software. • Checks the Current Hardware and Software Standards. If the required software is on the approved standards list, it can be procured. If it is not on the list, go to step 3.
STEP 3	Requisitioner	• If the software is not in the approved standards, the Requisitioner works with the UNEP Enterprise Solutions Section (ESS) to submit a case for a new standard to be approved, following the steps shown on UN Intranet iSeek - ICTS standards for Hardware and Software.

Procurement by Implementing Partners

UNEP uses two main legal agreements to formalise arrangements with Implementing Partners, the Small-Scale Funding Agreement (SSFA), and the Programme Co-operation Agreement (PCA). The UNEP Guidelines on the use of UNEP's Legal Instruments allow for incidental procurement by Implementing Partners under SSFAs and PCAs, up to specific thresholds, which are described below:

AGREEMENT TYPE	THRESHOLD FOR INCIDENTAL PROCUREMENT_	PROCESS FOR PROCUREMENT ABOVE THRESHOLD
Small-Scale Funding Agreement (SSFA)	A SSFA allows for cumulative procurement activities that are required to execute one or more activities of the SSFA and that involve no more than 15% or USD 20,000, whichever is lower, of the budget. Up to this threshold the partner may follow their own internal procurement procedures.	Where a partnership involves procurement requirements above the incidental procurement thresholds, the Project Manager/Task Manager should contact Supply Chain Management Team, in the Programme Advisory Services Unit to understand the procedure to handle high procurement volumes prior to signing the relevant legal instrument with the Partner.
Programme Co-operation Agreement (PCA)	A PCA allows for cumulative procurement activities that are required to execute one or more activities of the PCA and that involve no more than USD 40,000 of the budget. Up to this threshold the partner may follow their own internal procurement procedures.	
PCA for Green Climate Fund (GCF) projects	The threshold for incidental procurement does not apply to GCF legal instruments due to the specific modalities and requirements applied for Green Climate Fund (GCF) projects.	UNEP Implementing Partner Procurement Capacity and Monitoring Framework applies.

At the time of writing, UNEP is in the process of defining a risk treatment plan for Implementing Partner procurement. UNHQ is also developing a minimum standard Implementing Partnership agreement to be used by UN Secretariat entities. The procurement clauses will alter the thresholds for incidental procurement. Further information will be communicated to staff as and when necessary.

Procurement Processes and Lead Times

The table below summarizes the four primary methods of solicitation used in UNEP. Procurement takes time, and project staff are encouraged to understand the processes required to execute their procurement needs and adapt accordingly to ensure that goods, works, and services are procured in a timely manner and in support of results-based management of projects.

Solicitation Method	Estimated Value	Requirement	Evaluation Method	Estimated Timeline and notes
Low-Value Acquisition (LVA) (Informal)	≤USD $10,000	An LVA is a direct form of purchasing undertaken by the Requisitioner or a Procurement Official and not conducted via a formal solicitation. A LVA is used for simple off the shelf products, goods or services, with no adjustment negotiation or specialization.	Lowest priced, technically	Minimum five (5) working days
Request for Quotation (RFQ) (Informal)	≤USD $150,000	An RFQ is used for low-value procurement (equal to or below US$ 150,000) where the requirement for goods or services is clear and specific. An RFQ is normally used for standard, off-the-shelf items where the value of the procurement falls below the established threshold for formal methods of solicitation.	Lowest priced, technically acceptable offer	Six (6) weeks
For UN procurements above US$ 150,000, one of the two formal methods of solicitation described below must be used unless there is an exception to the normal process, in accordance with Financial Rule 105.16.				

Solicitation Method	Estimated Value	Requirement	Evaluation Method	Estimated Timeline and notes
Invitation to Bid (ITB) (Formal)	> USD $150,000	An ITB is a formal method of solicitation where vendors are invited to submit a bid for the provision of goods or services. It is normally used when the requirements for goods/services are: i. Simple and straightforward ii. Can be expressed well quantitatively and qualitatively at the time of solicitation, and iii. Can be provided in a straightforward way.	Lowest priced, substantially conforming bid	Three (3) to six (6) months
Request for Proposal (RFP) (Formal)	> USD $150,000	An RFP is normally used in cases where the requirements are complex and/or cannot be clearly or completely specified, where detailed technical evaluations are to be performed, and/or where pricing or cost may not be the sole basis of the award.	Cumulative/weighted analysis; award based on the most responsive proposal	Three (3) to six (6) months

Waiver of Procurement Processes

There are exceptions to formal procurement processes. Financial Rule 105.16 states the circumstances when using formal methods of solicitation is not in the best interest of the UN. Detailed information on these circumstances can be found in the United Nations Procurement Manual section 6. Current Version Published 30 June 2020. Available here.

In UNEP, Requisitioners are responsible for advising on possible alternatives in sourcing. Therefore, may suggest the waiver option if justifiable under the UN Financial Regulations and Rules. Requisitioners are responsible for preparing requests to waive formal procurement processes. The authority to approve waivers of formal procurement processes rests with the Executive Director and has been delegated to the SCMT through the Director CSD. Hence, all requests for waiver of competitive bidding must follow the UNEP standing procedure and be addressed to the SCMT.

Delagation of Authority

A simplified delegation of authority for procurement is shown below:

ROLE	AUTHORITY
Directors/Regional Directors/MEA Executive Secretary	• Approve a Purchase Request Form (PRF). • These staff members, as the ultimate accountability point for budget consumption, approve the request to initiate a procurement action.
Supply Chain Management Team (SCMT)[3]:	• Once the Requisitioner has advised on the solicitation strategy, a member of the UNEP SCMT approves the procurement action up to a level authorized in UNEP Delegation of Authority. • The UNEP Delegation of Authority can be found on WeCollaborate. At the time of writing SCMT is described as PG2 in this tool.

[3] Staff members at time of writing

Publications

All publications produced by UNEP should drive our priorities and advance our mission to inspire, inform and enable nations and peoples to live more sustainably.

Contents

Subject Matter Experts: Nicolien Delange and Daniel Cooney

Focal Point: Nicolien Delange

Version: May 2023

Approach

Publications should be planned, coordinated, and adequately resourced to ensure a high quality of writing and research as well as editing, translation, design, printing, and distribution.

Whatever the topic or type, all publications should reflect the state of the science on the environment and amplify UNEP's voice and convening role. The UNEP Publication Types document explains the UNEP publication types. Publications do not include communication material such as press releases, official UNEP statements, notes for the media, or governing bodies' documentation. These have their own processes.

UNEP publications are published under UNEP copyright, and authorship is with UNEP. Authors may only be acknowledged in the "acknowledgements" section. Further information and exceptions, see Section 2.2 Attribution of authorship in United Nations Publications of the UNEP Referencing and Style Guide. If a staff member wishes to publish anything in personal capacity, as per ST/AI/2000/13, this is viewed as an outside activity and the relevant guidance needs to be followed.

Consistent with UNEP's commitment to protect the environment, printed publications should be few in number, as short as possible, produced in limited print runs and printed on sustainable materials. More information on procurement is available on the procurement chapter. The electronic dissemination of publications, reports and materials should be used as much as possible.

Rules and Regulations

In the UN Secretariat publications are guided by the UN Policy Manual for Publications. The UN Policy has been institutionalized in the UNEP context in the UNEP Publishing Policy, which determines the approach used within the organization towards the development of publications.

The UNEP Publishing Guidelines provide further information to guide UNEP personnel through the publishing process. Further information, including around maps, similarity checks, gender guidelines and disclaimers, and publications quality control can be found on the Publishing and Governance Essentials page in WeCollaborate.

Roles and Responsibilities

The Senior Management Team (SMT - Publications Board), Publications Committee and the Publishing Secretariat are the governing bodies for publishing within UNEP. Their work is facilitated by the Publishing Focal Points. Information on the current members of publishing governing bodies and identification of publishing focal points can be found on the Publishing and Governance Essentials page in WeCollaborate.

ROLE	RESPONSIBILITY
Staff members engaging in publication development	• Adhere to UNEP's publication systems, processes, and guidelines. Further information can be found on the Publishing and Governance Essentials page in WeCollaborate.. • Coordinators of publications must complete publication concept proposals in the electronic publications system when submitting publications for review.
Publishing Committee	• Co-chaired by the Director of Communication Division and Chief Scientist, the Publishing Committee also includes the Policy & Programme Division Director, sub-programme coordinators, gender advisor, heads of news, social media, and design, and managing publisher. • The Publishing Committee is responsible for reviewing the concepts before a consolidated draft annual publications plan is sent to the SMT for final approval. In reviewing the concepts, the Publishing Committee assesses their strategic and scientific relevance; media and advocacy opportunities; compliance with gender guidelines; and relevance to the organization's Programme of Work and corporate priorities. • The Committee addresses gaps and overlaps in the publications plan and identifies proposals that may merit broader attention as major advocacy products.
SMT (Publications Board)	• The SMT is responsible for setting the organization's strategic priorities with regards to communication and advocacy, including publications; determining the content of the year's flagship publication as well as the annual spotlight topics • The SMT Reviews and approves the publishing plan put forward by the Publishing Committee.

ROLE	RESPONSIBILITY
Publishing Secretariat	• The Publishing Secretariat is chaired by the Chief, Content and Client Services and its members consist of the Managing Publisher, Publishing Assistant, Head of Graphic Design, Publishing Focal Points from Divisions / Offices. • The Publishing Secretariat is responsible for overseeing the overall flow of the publishing process, from the submission of proposal forms through to final distribution. • The Secretariat is also responsible for quality control, including adherence to publishing guidelines. • It reviews publications drafts, designs, and distribution plans, ahead of sign off by Executive Office and/or divisions/offices. The Secretariat meets once a month.

Publication Process

UNEP's publication process includes annual priority setting, prioritization of publications as well as their review and approval. The diagram below provides a simplified representation of UNEP's publications process:

1. SMT Decides on Institutional topic areas, Flagship Publications and Spotlight Topics for the coming year (around October).
2. Divisions and Offices plan their project publications in line with institutional topics, key events, and commitments.
3. Publication Managers submit concept publications in the automated publications dashboard* for Director Approval.
4. Publications Committee reviews the concepts and makes recommendations to the SMT Publications Board on Publications for production in the following year.
5. The MST Publications Board reviews and approves the annual publications list. Approved publications are moved to the production phase of the publications dashboard*
6. The mid-year revision of the annual plan allows for additional submissions or changes to release dates.

*At the time of writing the publication's dashboard is in a trial phase. Further information will be provided to staff once the dashboard is finalized.

Translation

The language team in the UNEP Communications Division provides translation services. Any request for translation of UNEP information materials must be sent to the client services account manager assigned to your division. Requests for translations may not be submitted directly to an individual member of the language team. The procedures described on the translations page of WeCollaborate should be followed to ensure high quality translations. This applies strictly to information materials. It excludes official documents such as Secretary-General statements, official papers to UNEP governing bodies, policy notes and briefings, which are translated by UN Conference Services.

UN environment programme