UN environment programme

UNEP Programme and Project Management Manual

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

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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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Version: May 2023

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)

2000 Malmö Ministerial Declaration

1997 Nairobi Declaration on the Role and Mandate of UNEP

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.