UNEP DELIVERY MODEL

Policy for One UNEP Delivery for Better Collaboration and Country Support

This document has been approved by UNEP's Senior Management Team and comes into effect from the date of signature.

Signed by UNEP Executive Director:

Inger Andersen

Date:

26 Sept. 2022.

Table of contents

Acronyms

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ARO	Additional Reporting Officer
CPC	Committee for Programme and Coordination
CPR	Committee of Permanent Representatives
CAG	Concept Advisory Group
CAG	Concept Approval Group
DED	Deputy Executive Director
DRI	Directly Responsible Individual
FRO	First Reporting Officer
IBC	Issue-based Coalition
IPMR	Integrated Planning, Management and Reporting
MTS	Medium-Term Strategy
MTR	Mid-term review
MEAs	Multilateral Environmental Agreements
OECPR	Open-Ended CPR
PoW	Programme of Work and Budget
PPD	Policy and Programme Division
PPR	Programme Performance Report
PRC	Project Review Committee
QER	Quality Enhancement Review
OTA	Overhead Trust Account
RCG	Regional Coordination Group
RSPCs	Regional Subprogramme Coordinators
SRO	Second Reporting Officer
SMT	Senior Management Team
SPCs	Subprogramme Coordinators
UNCT	United Nations Country Team
UNEA	UN Environment Assembly

Preface

This policy sets out the UNEP Delivery Model, which describes the roles, responsibilities and processes to deliver UNEP's Medium-Term Strategy (MTS). It builds on the overall 'Delivery Model' approach and strategy that was approved by the Senior Management Team (SMT) on 6 December 2021.

More specifically, this policy clarifies lines of accountability for UNEP actors engaged in the operationalization of the 'Delivery Model', from political engagement in the context of a reformed UN system to project design and delivery, with a focus on mechanisms for Regional Office and Divisional collaboration. This includes UNEP regional and global subprogramme coordinators, Regional Offices and Divisions.

In a nutshell, Regional Offices will represent UNEP in the regions and thus lead dialogue with Member States and, within UNEP, provide strategic and programmatic direction, thought leadership, technical input and coordination for UNEP's work as it relates to regional and national priorities, guiding the project design and implementation process. The Divisions will provide thematic sectoral and technical depth and thematic coherence for UNEP's work and be directly accountable for project implementation, progress monitoring, and reporting.

1. Context

UNEP's mission 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"* is more critical than ever today.

UNEP's Medium-Term Strategy 2022-2025[1] sets out the strategy for UNEP's work to further this mission over the four years to 2025, placing the three environmental crises of climate change, biodiversity loss and pollution at the heart of our work with a clear emphasis on delivery through UN Reform.

The Programme of Work and Budget (PoW) 2022-2023[2] details UNEP's results framework for the biennium towards a set of 2025 outcomes. It outlines the means of measuring the effectiveness of UNEP in its direct, enabling, and influencing roles, and defines a timebound trajectory that aligns the organization with the 2030 Agenda.

2. Strategic shifts needed to deliver the MTS

The new MTS and PoW have far-reaching implications for the way that UNEP operates. These include:

- A revised subprogramme structure with three thematic subprogrammes (Nature Action, Climate Action, and Chemical and Pollution Action), two foundational subprogrammes (Environmental Governance, Science-Policy) and two enabling subprogrammes (Digital Transformations, Finance and Economic Transformations);

- A recognition that these seven subprogrammes are individually critical, inter-reliant and inter-linked components that work together to deliver UNEP's three strategic objectives of 'Climate stability', 'Living in Harmony with Nature' and 'Towards a pollution-free planet'; and

- A focus on establishing a clear 'line of sight' between leadership and the delivery of results on the

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[1] Adopted by the United Nations Environment Assembly in February 2021
[2] Adopted by the United Nations Environment Assembly in February 2021

ground.

2.1 Guiding principles for action

UNEP's Delivery Model is informed by, and mainstreams, the following five guiding principles:

1. Coherent strategic leadership - A coherent, focused, and disciplined senior leadership whose focus extends through the organization for shared leadership at all levels. This ensures ownership and accountability while being globally coherent and locally responsive.

2. Aligned entrepreneurship - Creating shared focus and joint activities in service of a larger set of ambitions. This encourages innovation and risk taking so long as it is in line with the strategy.

3. Systemic collaboration and partnership – Fostering conditions and structures that support the building of trust, mutual support, and mutual learning.

4. Integrated capability development - Investing in longer-term systemic capability to enable UNEP to shift how it functions and multiply its impact.

5. Operational excellence - Migrating opaque, inconsistent and incomplete processes to clear, transparent, continuously improving performance monitoring and data-rich, disciplined routines.

2.2 Delivering as one-UNEP

UNEP's MTS sets out the transformative shifts that target the drivers of climate change, biodiversity loss and pollution and looks at their impact. It maps out the actions needed to reshape our consumption and production patterns towards sustainability[3].

Achieving the ambitions of the MTS and PoW and meeting the increasing needs and demands of member states to address the triple planetary crisis, requires UNEP to operate at maximum efficiency and effectiveness. Project-based interventions alone supported by a 'business as usual' operational modality is simply no longer an option. To operate in the most efficient and effective way possible, UNEP must work as a thought leader in the political and economic spaces, drawing on the collective strengths of all its Regional Offices and Divisions. This means fully capitalizing on our regional presence and political engagement and matching this capability to our technical expertise to ensure *delivery as "One-UNEP"* at the country level.

Regional Offices are the face of UNEP at regional and country level. They lead and hold the responsibility for managing the 'client relationship' with the countries in their regions. They are at the forefront of curating and prioritizing the needs of countries, particularly through regional forums of ministers responsible for the environment, for which UNEP serves as the Secretariat, and other relevant regional and sub-regional fora. 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 UN Reform and fostering effective and relevant partnerships to maximize results.

In carrying out this responsibility, Regional Offices provide thought leadership and coordination for UNEP's work as it relates to regional and national priorities and subsequently guide the technical work of the project design and implementation process, enriching it with regional and national perspectives. Each Regional

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Office is thus expected to lead and keep a watching brief on each of the countries in their region, to engage in regular dialogue with senior government counterparts, Regional Collaborative Platforms, Issue-based Coalitions, UN Country Teams (UNCTs) and Resident Coordinators, and to be familiar with the overall environmental setting in the countries of their region. Based on this dialogue, and with the Regional Offices' understanding of the socio-political and economic context, the Regional Offices will identify priorities for UNEP support at the regional and country level.

Technical Divisions[4], meanwhile, provide sectoral and technical depth and thematic coherence for UNEP's work. They are directly accountable for project implementation, progress monitoring, and reporting. The Regional Offices will engage in regular dialogue with the Divisions on regional and national priorities and then work hand-in-hand on project design, implementation and resource mobilization. This will be complemented by the transformational processes promoted at the global level, led by technical Divisions, in view of addressing the global environmental challenges, as well as strategic south-south alliances across regions.

3. Operationalizing the shift

Operationalizing UNEP's 'Delivery Model' requires: i) a reorientation of roles and responsibilities guiding how Regional Offices and technical Divisions collaborate to deliver results; ii) a typology of interventions;[5] and iii) revised workflows that guide project design and delivery.

3.1 Roles and responsibilities

Clear roles and responsibilities are a precondition for the necessary accountability to ensure a 'line of sight' from project conception through to delivery. Clarifying 'who does what' across different stages of corporate processes facilitates effective work across organizational units. Each role may have multiple actors, except for the Directly Responsible Individual (DRI), who must hold only one single point of accountability (see Annex 4).

Regional Directors
Regional Directors are *accountable* for representing the whole of UNEP in the regions and are the principal interlocutor with regional platforms and national governments and lead all regional and country dialogue. Collectively, as part of the SMT, they play a key role to ensure that programme implementation meets regional and country needs, guiding UNEP's interventions in their respective regions.

Roles and Responsibilities:

1. Represent UNEP: Lead and manage UNEP relationships and foster dialogue with the ministries of environment or other appropriate national mechanisms, relevant government agencies and institutions; mobilize Member States in the regions to contribute to and participate in meetings of the UN Environment Assembly (UNEA) and its subsidiary bodies, including the Committee of Permanent Representatives (CPR) and the Open-Ended CPR (OECPR).

2. Build partnerships: Establish and lead regional partnerships and UNEP engagement with key regional partners; serve, where appropriate and relevant, as Secretariat to regional and sub-regional environment ministerial fora and other relevant mechanisms; lead UNEP engagement in the UN regional Issue-based Coalitions (IBC) and the Regional Coordination Group (RCG), through which

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[4] This includes the Divisions of Economy, Ecosystems, Law and Science, as well as the Chief Digital Officer and Chief Economist regarding the Digital Transformation and Finance and Economic Transformation Subprogrammes, respectively.
[5] As endorsed by the Senior Management Team in April 2021.

they mobilize the UN Development System around a set of regional issues; lead the engagement with Regional Collaborative Platforms and other inter-governmental and inter-agency platforms.

3. Identify regional, sub-regional and national priorities: and feed these priorities into strategic planning processes for the MTS and PoW and ensure that UNEP interventions (project design and delivery), meet national needs and are coherent from a regional perspective.

4. Resource mobilization: Work in partnership with Divisions to jointly mobilize resources for UNEP projects within the region.

5. Coherent delivery: Lead UNEP engagement with Resident Coordinators and UNCTs, 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; convene meetings with Divisions to ensure that country and regional needs are met in all projects in the Region; be accountable for the delivery of programme elements they are responsible for and that fall within their own workplan.

6. Staff management: Where Divisional project management staff are located in a Regional Office, their first reporting officer (FRO) and second reporting officer (SRO) are in the Division. The Regional Director, or their delegate, will become an additional reporting officer (ARO) for that Divisional staff member and participate in work-planning and performance evaluation processes.

Regional Subprogramme Coordinators

Regional Subprogramme Coordinators (RSPCs) play a similar role, at a regional level, to the global SPC role (as set out below). They will, however, not be project managers to ensure impartiality between regional strategic planning and guidance vs management functions. RSPCs will have a first and second reporting line within the Regional Office and an additional reporting line to the relevant global SPC. The FRO, SRO and ARO will collectively feed into work-planning and performance evaluation.

Roles and Responsibilities:

1. Country dialogue: The Regional Sub-Programme Coordinators provide the glue and the bridge between country dialogue on the one hand, and the technical and programmatic dimensions on the other. In this context, it is expected that the Regional Subprogramme Coordinators know their countries well, and under the supervision and guidance of the Regional Director, engage in dialogue with their countries and identify gaps and opportunities capacity building and support within the programmatic theme for which they hold responsibility.

2. Portfolio Coordination: Coordinate the regional coherence of the subprogramme internally, within the region, with the global subprogramme coordinators, technical Divisions, and with other Regional Offices as needed; serve on the Project Review Committee (PRC), where relevant to the regional components of the subprogramme, to ensure high-quality project design and the overall coherence of interventions.

3. Strategic Planning: Working with the Global Sub-programme Coordinators, support strategic planning processes that result in the Medium-Term Strategy, Programmes of Work and resulting programmes.

4. Reporting and analyzing results: Monitor the subprogramme results at the regional level, in liaison with the global coordinator, 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.

5. Thought Leadership and Regional Intelligence: Provide thought leadership to the Regional Office, relevant technical divisions, and global SPCs on key emerging regional issues in the relevant subprogramme, including alignment of the subprogramme with the emerging strategic directions from multilateral environmental agreements (MEAs) processes at regional level; lead in driving UNEP's normative narrative in the region informed by the latest science and knowledge, including new knowledge filtering through projects implemented in the region.

6. Resource allocation and mobilization: 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.

7. Innovative approaches: Lead in actualizing UN reforms by ensuring alignment of all projects implemented in the region to substantively complement the UNCTs on the environmental dimension of the SDGs to enhance delivery as one UN in countries.

8. Coherent implementation: Provide operational guidance to project managers and substantive project teams implementing projects within the region to ensure they are fully informed by, and aligned with, regional priorities.

Technical Division Directors

Technical Division Directors work in response to, and under the guidance of, Regional Directors for UNEP interventions at the regional and national level. Technical Divisions will then be directly *accountable* for the delivery of project results that fall within their division's expertise and mandate.

Roles and Responsibilities:

1. Project Design: Ensure active dialogue with Regional Offices in the conception and design of projects that contain regional and national components.

2. Implementation: Be accountable for the delivery of the programme elements they are responsible for and that fall within their division's workplan and work through coherent leadership on any project components to be delivered by Regional Offices.

3. Operational Excellence: Participate in relevant meetings of the Concept Advisory Group (CAG) and the PRC to ensure that political, financial and implementation risks are properly anticipated and managed; ensure the implementation of results-based management practices across their division.

4. 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.

5. Resource mobilization and allocation: Work collaboratively with Regional Offices to mobilize resources from global and regional sources for project funding. Clear the allocation of the necessary financial and human resources for the delivery of results related to the strategic objectives based on the recommendations from other Division Directors, Regional Directors and SPCs.

6. Monitoring and reporting: Be accountable for monitoring and reporting on project implementation in Integrated Planning, Management and Reporting (IPMR) with relevant inputs from the Regional Offices for the components delegated and suballocated to them.

Lead Directors/ DRI for each of the subprogrammes

Lead Directors are *responsible* for providing the Deputy Executive Director (DED) with accurate information and recommendations to enable the DED (who has overall *accountability* for results) to ensure programmatic coordination and results-based management across the subprogrammes. The Directly Responsible Individuals for each subprogramme are:

Subprogramme	Directly Responsible Individual
Climate Action	Director - Ecosystems Division
Nature Action	Director - Ecosystems Division
Chemicals and Pollution Action	Director - Economy Division
Digital Transformation	Chief Digital Officer
Finance and Economic Transformations	Chief Economist (a.i., Director – Economy Division)
Environmental Governance	Director - Law Division
Science Policy	Director – Science Division

Roles and Responsibilities:

1. Implementation: Be accountable for the delivery of the programme elements they are responsible for and that fall within their (Division's) workplan[6]; be accountable for the coherent and effective delivery of results.

2. Operational Excellence: Participate in relevant meetings of the Concept Advisory Group and the PRC to help identify political, financial and implementation risks, to ensure that they are properly anticipated and managed.

3. Strategic Planning: Participate in SMT discussions related to the delivery of the MTS and PoW to ensure that the strategic objectives are fully considered in 'upstream' planning.

4. Monitoring and reporting: Monitor the implementation of other elements of the delivery of the relevant MTS 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.

Global Subprogramme Coordinators
Roles and Responsibilities:

1. Portfolio Coordination: Coordinate the coherence of the subprogramme internally (i.e., across the interventions within the subprogramme), across Divisions and Regional Offices, and across other subprogrammes (to ensure common delivery of the strategic objectives on climate, nature, and pollution) including the alignment of subprogrammes with the emerging strategic directions from MEAs processes.

2. Thought Leadership: Advise, inform, and communicate to senior management and project teams about key emerging issues and strategic partnerships in the relevant subprogramme; oversee the subprogramme knowledge management, communication, and outreach.

3. Strategic Planning: Lead strategic planning processes that result in the MTS, PoW and Programme Budget Fascicles, and ensure they shape the development of interventions and programmatic interventions at all levels.

4. Reporting and analyzing results: Be accountable for the synthesis and reporting of regular corporate results related to their subprogramme, such as Annual Reports and the Programme Performance

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[6] The structure and approach to the Division and Regional Office workplan will be reviewed after adoption of the Delivery Model.

Reports, on the delivery of the MTS and PoW to the CPR, the United Nations Environment Assembly and other fora as needed.

5. Resource allocation and mobilization: Recommend 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; monitor subprogramme resource mobilization and financial management.

6. Innovative approaches: Foster the development of a culture of results-based management across UNEP; advise the CAG and PRC, where relevant to the subprogramme, to ensure high-quality project design and the overall coherence of interventions.

Policy and Programme Division (PPD) Director
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 role in ensuring that these functions maximize the effectiveness of both thematic and geographical coordination.

Roles and Responsibilities:

1. 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 the eventual strategic plans.

2. Programme Coordination: Manage key coordination staff, such as the Subprogramme Coordinators, to ensure that they are maximizing their role to ensure programmatic coordination.

3. Monitoring and Reporting: Be accountable for the synthesis and reporting of regular corporate results, such as Annual Reports and the Programme Performance Reports (PPR), on the delivery of the MTS and PoW to the Committee of Permanent Representatives (CPR), the United Nations Environment Assembly, relevant UN General Assembly subsidiary bodies (Advisory Committee on Administrative and Budgetary Questions – ACABQ – and Committee for Programme and Coordination - CPC) and other fora as needed.

4. Programme/ Project Design and Implementation Support: Support improved project design and implementation capacity across the organization and ensure the implementation of results-based management practices at all scales across the organization

5. Project Design Quality Assurance: 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.

3.2   Typology of interventions

A clear typology of interventions empowers UNEP to focus its efforts on interventions that deliver results, leverage its comparative advantage, offer value for money, and adhere to UNEP's mandate. The typology supports dialogue with Member States on what UNEP can implement in a synergistic way to deliver the results in the Medium-Term Strategy and provides a framework for qualitative and quantitative reporting of those results. UNEP will deliver four broad categories of interventions to deliver the 2022-2025 MTS. 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.

Each of these four categories is subdivided into three 'levels' of intervention:

1. **Direct**: UNEP plays a *direct* role, setting the scene for transformational change through science-driven global advocacy, capacity development and stakeholder mobilization, to upscale innovative solutions through partnerships and networks.

2. **Enabling**: UNEP *enables* others to initiate systemic change by supporting policymaking, changes in behaviours and attitudes, development of norms and standards, and institutional strengthening.

3. **Influencing**: UNEP *influences* others to achieve social, economic and political transformational change through strengthened global norms and standards.

These typologies of intervention will be critical to capture the full spectrum of UNEP's work, help us improve how we define and measure our results, and report and communicate these back to our partners and donors with more consistency and efficiency.

3.3 Project delivery

Projects[7] are an important vehicle for UNEP's work.[8] An effective approach to delivering projects requires a common understanding of what constitutes a project, namely that:

- Projects provide the administrative and financial structure for the planning, implementation, and accountability of intended results.
- Projects are programmatically and administratively developed and approved in a similar way, although, in some instances they are adapted to meet specific donor requirements.

Some activities[9] are not captured under UNEP project documents. These include activities such as regional representation, policy advocacy or dialogues (e.g., intergovernmental meetings), or hosting of network meetings (e.g., UN Environmental Management Group).

As noted above, UNEP has four types of interventions. While any given project many contain one or more type of intervention method, interventions that include "***Technical support, capacity building and advisory services"*** at the regional and country level must be developed jointly by Regional Offices and Technical Divisions where Regional Offices bring in the "demand" and Technical Divisions bring the "supply".

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[7] A project is a set of time-bound interventions with a specific funding envelope that addresses a defined set of results within an identified implementation context or geographic area. The main components of the project must be interlinked/interdependent to achieve the project outcome(s) (UNEP Glossary of Results Definitions, 2020)

[8] Other means of influence involve publications; scientific assessments; collaborative platforms; advocacy campaigns, etc.

[9] An activity is an action taken, or work performed, through which inputs are utilized to realize specific results (UNEP Glossary of Results Definitions, 2020)

3.3.1 Project design (See Annex 1 for process flow)

All project concepts must be aligned to the MTS and PoW. With this, projects that engage countries, start with regional and country dialogue lead by Regional Offices. Based on this dialogue, and with the Regional Offices' deeper understanding of the socio-political economy, the Regions will identify priorities for UNEP support at the regional and country level.

Project concepts are then co-created by Divisions and Regional Offices. Global Subprogramme Coordinators (SPCs) and Regional Subprogramme Coordinators (RSPCs), working through their respective Regional Directors, provide guidance to ensure that the concept aligns with thematic priorities and regional/national priorities, respectively. Project Concept Documents are drafted by project managers overseen by their line managers in Divisions in cooperation with Regional Offices. Resources for actions by Regional Offices will be determined at the point of preparing project documents. Projects with activities at country level should allocate funding in the project budgets for country implementation.

3.3.2 Project review and approval (See Annex 2 for process flow)

Concepts for new projects are reviewed by the Concept Advisory Group. 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 and meet the needs of recipient countries. The CAG consists of UNEP's SMT members (i.e., both Regional and Divisional Directors) and is chaired by the Deputy Executive Director.

Once approved by the CAG, Divisions, working with regional colleagues, have the green light to proceed for full Project Document development in accordance with the Project Review Committee (PRC) Process. During project development, regional and divisional staff work together on an iterative basis to complete the project document for the PRC process and final approval.

3.3.3 Project implementation (See Annex 3 for process flow)

Project delivery at regional level and in-country is based on the principle of coherent strategic leadership and joint delivery by Regional Offices and Technical Divisions. It tailors responses to regional and country needs to meet the demands from member states and to foster integrated and cross-cutting approaches. In implementing this approach, Divisions and Regional Offices will engage in a constant dialogue, guided by the willingness to co-create, 'shift the needle' and deliver impact on the ground, based on UNEP's comparative advantage in each regional and national context.

The project implementation process includes governance; supervision and team management; timely assessment and mitigation of risks; financial management; management of quality; stakeholder management and communication. During project implementation, Regional Offices are responsible for ensuring for all aspects of effective country engagement.

As the approving official, Division Directors will hold overall accountability for project delivery. Project Managers to be a division staff member, either physically in the Division or in the Regional Office as per the demands and financial resourcing of the project.

Divisions may opt, in consultation and agreement with Regional Directors, to delegate selected components of project implementation to Regional Directors. Such delegation will contain budgetary suballocations commensurate with the delegated activities with the requisite responsibility and accountability back to the Division that retains overall project accountability.

3.3.4 Project monitoring and reporting (See Annex 3 for process flow)

Divisions are accountable for monitoring and reporting on project implementation in IPMR as well as for PPR, with relevant inputs from the Regional Offices for the components delegated and suballocated to

them.[10]

Regional Offices will be responsible for reporting in UN Info with project information provided by both the Regional Offices and Technical Divisions.

Mid-term and Quality Enhancement Reviews

The mid-term review (MTR)[11] is an opportunity for UNEP and the recipient country/ies) to reconsider the effectiveness of the project design and to take corrective actions as necessary. Led by project teams of Regional and Divisional staff, the mid-term review should take place at about two years of implementation for a project of four years or longer duration. The Evaluation Office and PPD are responsible for deploying the necessary tools to facilitate mid-term reviews to ensure necessary learning from, and revision of, poorly performing projects.

The accountable Division for the project may opt for a Quality Enhancement Review (QER)[12] – to seek guidance from operationally seasoned Peer Reviewers.

4. Administration and funding

Existing administrative policies, including distribution of operational costs will continue as before. The Programme Support Costs and the policy governing the allocation of its corresponding Overhead Trust Account (OTA) budget, will be reviewed to ensure adequate resources are provided to office not accountable for project management.

Regional Offices will be supported through core funds to carry out the functions outlined in this paper and enabled to report back on expenditures/activities at regional and country level.

5. Transition

The successful implementation of the UNEP Delivery Model will take time, internal communication, and steady leadership. The previous sections have described what 'will be', recognizing that UNEP is starting from a position of complexity. Consequently, this Delivery Model provides for a phased period of transition during with these changes will be introduced.

Phased introduction of changes

Timeline for changes

-   1st October 2022– All new projects adhere to new Delivery Model

-   1st January 2023 – All project revisions (i.e., projects approved prior to 1 Oct 2022) are revised in line with Delivery Model.
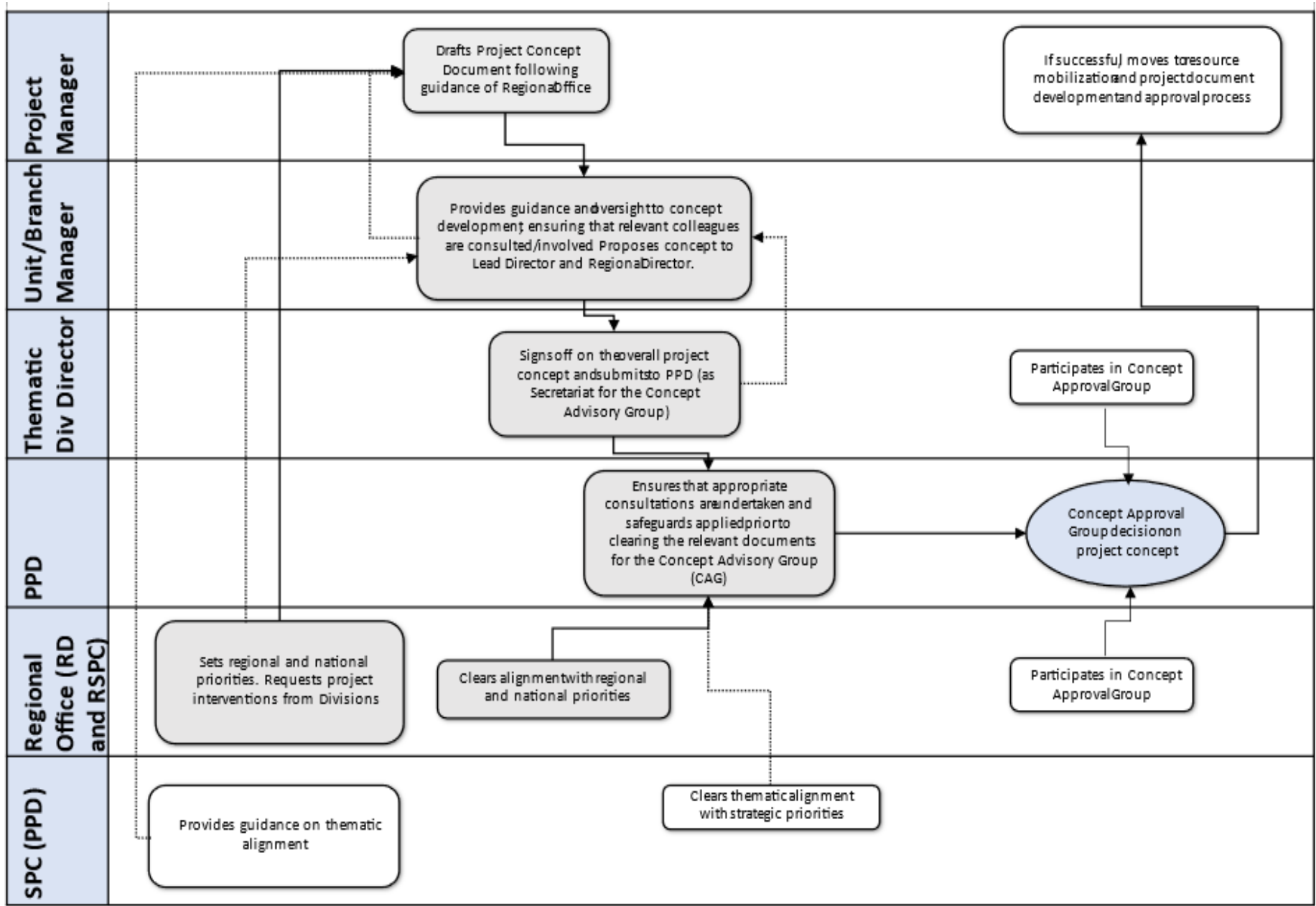
-   1st January 2024 – All projects migrate to new system.

Review process

This revised Delivery Model will be reviewed by UNEP's Evaluation Office after a year of implementation.
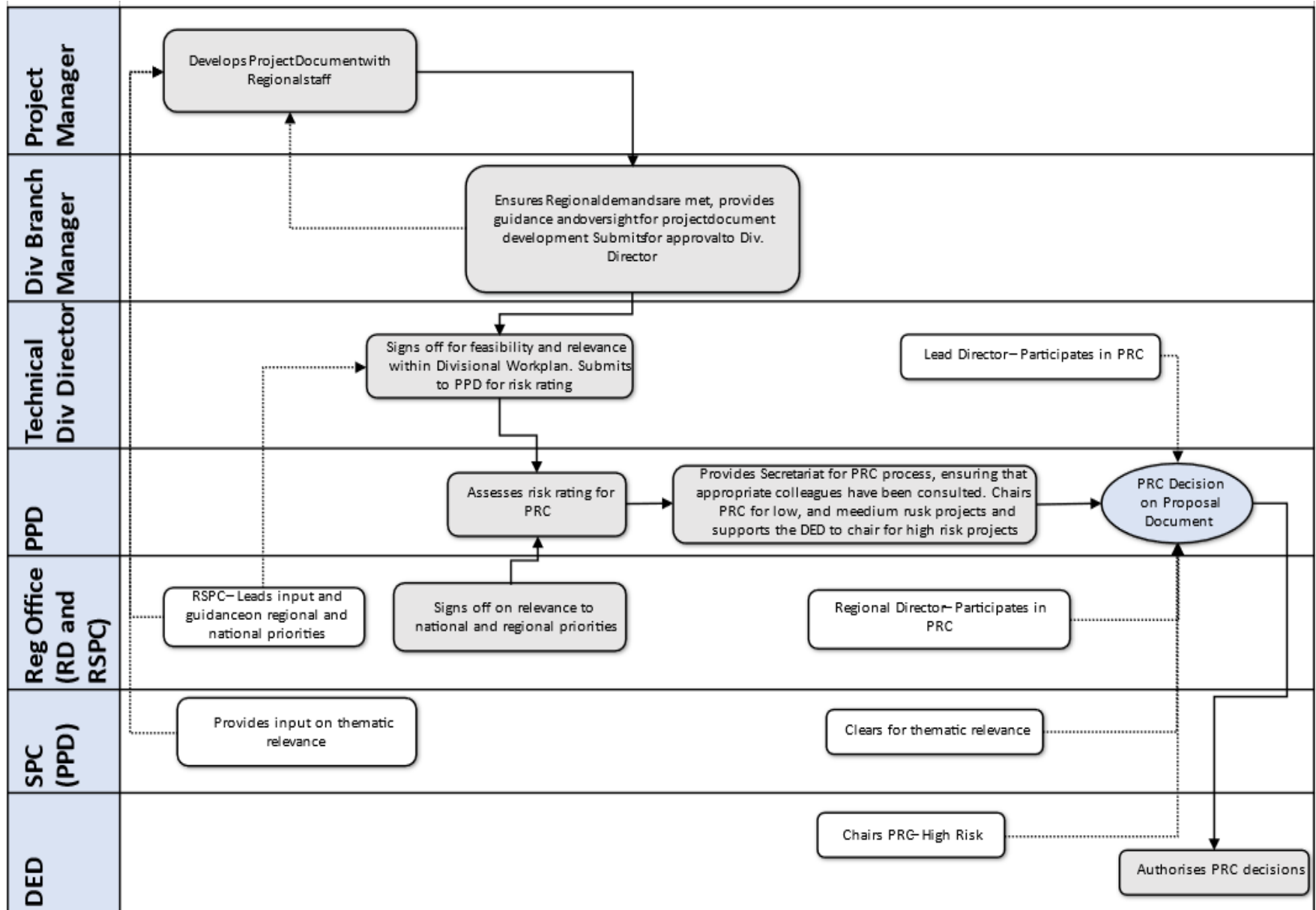
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[11] A mid-term review (MTR) is a formal process, often required by donors, for a 360 review of a project's implementation effectiveness with a view to identifying necessary course correction. It usually focuses on the degree to which planned results are on target, and the areas that may require improvement. As the name implies, it is normally scheduled roughly halfway through the duration of a project. Project reviews are a systematic assessment of the performance of project or programme. These are managed internally by the project team under the responsibility of the Project Manager rather than the Evaluation Office of UNEP, which may provide guidance.

[12] A quality enhancement review (QER) is an internal management tool focused on improving the quality of delivery of a particular project. It is usually focused on generating constructive feedback for the team and to encourage peer learning across teams within an organization. It can be scheduled at any point during the life of a project.
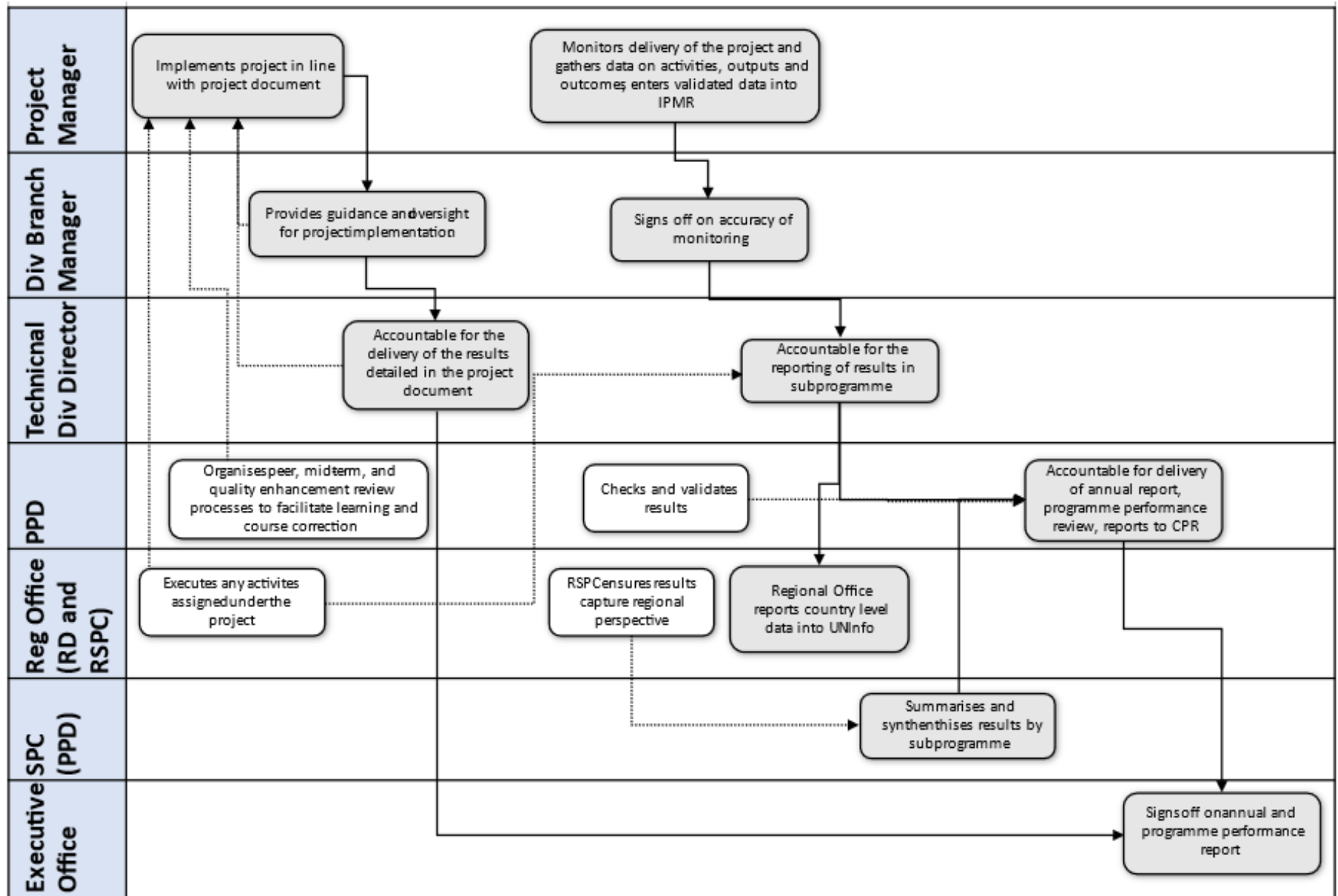
Annex 1: Project Concept Development

Project Manager	Drafts Project Concept Document following guidance of Regional Office
Unit/Branch Manager	Provides guidance and oversight to concept development, ensuring that relevant colleagues are consulted/involved. Proposes concept to Lead Director and Regional Director.
Thematic Div Director	Signs off on the overall project concept and submits to PPD (as Secretariat for the Concept Advisory Group)
PPD	Ensures that appropriate consultations are undertaken and safeguards applied prior to clearing the relevant documents for the Concept Advisory Group (CAG)
Regional Office (RD and RSPC)	Sets regional and national priorities. Requests project interventions from Divisions
SPC (PPD)	Provides guidance on thematic alignment

If successful, moves to resource mobilization and project document development and approval process

Participates in Concept Approval Group

Concept Approval Group decision on project concept

Clears alignment with regional and national priorities

Participates in Concept Approval Group

Clears thematic alignment with strategic priorities

Annex 2: Project Approval

Annex 3: Project Implementation, Monitoring and Reporting

Legend to Annexes 1-3

Process Owner

Decision point

Input/ advisory role

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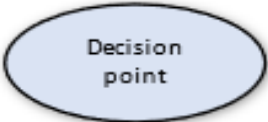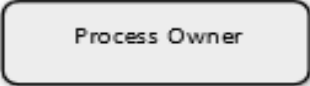
Solid line - Direction of process

⟶ (dashed)

Dashed line - Input to process

Annex 4: Accountability across different roles and responsibilities

Clarifying 'who does what' across different stages of corporate processes facilitates effective work across organizational boundaries and divisions. The table below sets out role generic categorization for each process and is drawn from UNEP's Delegation of Authority Policy Framework. Each role may have multiple actors, except for the DRI, which must hold only one single point of accountability

Role	Input	Recommend	Clear	Approve	Implement
Role Description	Provides data and information inputs and	Makes recommendations to the decision maker, gathering relevant facts and drives robust analysis.	Provides clearance on the decision being made, including in compliance of rules, regulations and policy.	Makes the final decision on the action and is the **single point** of accountability.	Is accountable for efficient and effective implementation of the decision.
Rights	Needs to be consulted before any decision is made.	Needs to be informed after an action is taken or a decision made	Needs to be involved in the decision throughout.	**Directly Responsible Individual** (DRI) who is ultimately accountable, has yes/no power.	Executes on the decision, (usually a project) Degree of responsibility is defined by the **Decider**
What this mean	"Get all the facts"	"Keep in the picture"	"The gate keeper"	"The buck stops here"	"The Doer"