

Annex I: Midterm review+ process and references

I. Introduction

1. The midterm review (MTR) of the UNOPS strategic plan, 2022-2025 is presented to the Executive Board for approval at the annual session 2023, in accordance with decision 2022/24. Together with the restated UNOPS strategic plan, 2022-2025, it comprises one of two documents written based on the midterm review+ process.
2. The midterm review+ process includes a comprehensive situational analysis, based on (a) stakeholder consultations, (b) desk review of international priorities, (c) desk review of external studies, (d) a multifaceted portfolio analysis, (e) external evaluation of contributions and lessons learned, and (f) analysis of performance against KPIs and other statutory reporting for 2022.
3. Congruent with the practices of the Board in relation to UNDP and UNFPA, the MTR is also the annual report of the Executive Director for 2022. The MTR document structure is therefore based on the [enhanced annual report format](#), which was presented to the Executive Board at its second regular session in 2022.
4. The summary of the comprehensive situational analysis of the midterm review+ process is thus presented in the MTR document, under the structure of i) UNOPS in the global agenda, ii) UNOPS contributions and iii) UNOPS management. Each section of the document will be concluded with identified strategic and forward-looking risks, challenges and lessons learned, which inform the restated strategic plan, 2022-2025.

A. Stakeholder consultations

5. UNOPS has solicited advice, perceptions and decisions from key internal and external stakeholders. The consultations, formal and informal, reflect a collaborative creation process and include:

Consultations with the Executive Board

- (a) 26 January – informal consultation with the Executive Board on the midterm review+ process
- (b) 31 January – first regular session. Report of the working group; framework for restating UNOPS strategic plan, 2022-2025; role of UNOPS in blended and impact financing for the Sustainable Development Goals; formal response plan to the recommendations of KPMG; and financial outlook for 2023.
- (c) 13 March – informal consultation with the Executive Board on the midterm review+ process, including initial takeaways on UNOPS focus and capacity.
- (d) 16 May 2023 – informal consultations in advance of the annual session.
- (e) 5-9 June 2023 – annual session. The midterm review and the restated strategic plan, 2022-2025.

Listening to partners

- (f) 18 October - 15 November - UNOPS partner survey
- (g) 14-15 March – annual meeting of the client board. Advise pursuant to the outcome of the partner survey and targeted capacity statements.

Listening to personnel

- (h) 18 January - pulse survey for UNOPS personnel

Engaging with UNOPS management

- (i) 8 February- 6 March - survey for UNOPS management on UNOPS focus and capacities

Engaging with the Audit Advisory Committee

- (j) 27 April - Review of final draft documents from midterm review+ process

B. Desk review of international priorities

6. UNOPS has taken stock of external developments since the strategic plan, 2022-2025 was adopted by the Executive Board at its annual session in 2021, and has thus reaffirmed the plan's alignment with relevant international agreements, such as the following:

- (a) [OUR COMMON AGENDA, Report of the Secretary-General](#)
- (b) [Doha Programme of Action for the Least Developed Countries](#)
- (c) [Development Coordination Office, Report of the Chair of the United Nations SustainableDevelopment Group](#)
- (d) [Implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, Report of the Secretary-General](#)
- (e) [Sharm el-Sheikh Implementation Plan](#)
- (f) [Kunming-Montreal Global biodiversity framework](#)
- (g) General Assembly [Resolutions of the 76th Session](#) and [Resolutions of the 77th Session](#)

C. Desk review of external studies

7. UNOPS has reviewed external studies of the organization, with particular attention to longer-term strategic issues and recommendations in the KPMG reviews conducted in 2022. The external studies reviewed include:

- (a) [Review of Management and Administration in the United Nations Office for Project Services \(UNOPS\), by JIU](#)
- (b) [2020 Assessment Cycle, United National Office for Project Services \(UNOPS\), MOPAN Assessment Report](#)
- (c) [Financial report and audited financial statements for the year ended 31 December 2020 and Report of the Board of Auditors](#)
- (d) [Financial report and audited financial statements for the year ended 31 December 2021 and Report of the Board of Auditors](#)
- (e) Digital Strategy Priorities & Roadmap, by Gartner
- (f) [Third-party review of the internal control systems, risk management and overall governance structures of the United Nations Office for Project Services, by KPMG](#)
- (g) [Third-party review of effectiveness of the UNOPS oversight mechanisms for Sustainable Investments in Infrastructure and Innovation \(S3i\), by KPMG](#)

D. Multifaceted portfolio analysis

8. UNOPS has reviewed its project portfolio with data for the years 2014-2022. The review includes trend-analysis over time and exploration of data dimensions and their intersections. Values and dimensions of the analysis include:

Dimensions

- (a) Sustainable Development Goals
- (b) United Nations Pillars
- (c) Sectors
- (d) Partners
- (e) Functional services
- (f) Geographical reach
- (g) Types of countries

- (h) Income groups
- (i) Geographical scope
- (j) Country typology
- (k) Challenges of people & countries

Values

- (a) Engagements and projects
- (b) IPSAS principal and agent expenses

E. External evaluation of contributions and lessons learned

9. To more systematically analyze and report on contributions to partner objectives and achievement of wider development goals, UNOPS commissioned a thematic evaluation covering twelve case studies, to document contributions and lessons learned. The twelve projects were selected based on criteria to provide robust representation of country types, partner types, UNOPS regions, the service lines of infrastructure, procurement and programme implementation, engagement values and with focus on SDGs 3, 7 and 13. The case study projects are:

Table 1: List of projects for thematic evaluation

Country	Project	Partner(s)	Engagement value
Guatemala	Acquisition of Medicines and Strengthening of the Guatemalan Social Security Institute project	Guatemala	USD 550.7m
Kosovo (under resolution 1244 (1999))	Emergency COVID-19 project	Kosovo, World Bank	USD 14.2m
Costa Rica	Puerto Viejo project	Costa Rica, BCIE	USD 26.1m
Sierra Leone	Rural Renewable Energy programme	Sierra Leone, DFID	USD 49.5m
Papua New Guinea	Strengthening Infrastructure Systems project	Papua New Guinea	USD 13.3m
Marshall Islands	Mili Atoll project	Marshall Islands, UNDP	USD 0.7m
Bangladesh	National Resilience programme	Bangladesh	USD 10.6m
Ghana	National Infrastructure Systems Enhancement project	Ghana	USD 0.7m
Palestine	Tulkarem Courthouse Construction project	CIDA	USD 16.3m
Multi country	Principal Recipient for GFATM Grants (Regional	GFATM	USD 926.4m

Country	Project	Partner(s)	Engagement value
	Engagement)		
Managed from USA	Climate Action Team	UN EOSG	USD 18.1m
Managed from USA	Global Climate Mobility Team	Germany	USD 1.6m

F. Analysis of performance against KPIs and other statutory reporting for 2022

10. UNOPS has reviewed performance against KPIs and other statutory reporting, which also form part of the MTR annexes, and include:

- (a) Report based on the framework of the Global Reporting Initiative (GRI)
- (b) Results-based reporting - KPIs for management performance
- (c) Reporting on KPIs for sustainable implementation approaches
- (d) Annual report on the recommendations of the Joint Inspection Unit
- (e) Internal oversight arrangements
- (f) Indicative financial performance for 2022
- (g) Report on UNOPS cybersecurity framework
- (h) Comprehensive breakdown of staff and ICA-holders
- (i) Analytical summary of the results of the 2022 Partner Survey