ANNEX III - Analytical summary of the results of the 2022 Partner Survey

1. UNOPS conducts an online survey every other year to solicit feedback from its partners across the globe. The survey is an important tool to better understand partners' perceptions, needs and expectations in relation to their engagement with UNOPS.

2. In 2022, UNOPS developed and issued an online survey utilizing an external service provider, Gartner. The survey was open between October 18 and November 15, 2022, and received a total of 963 responses from partners in 130 countries. Preliminary results were available by mid-February, 2023, and were shared with the UNOPS client board as part of advisory consultations in March.

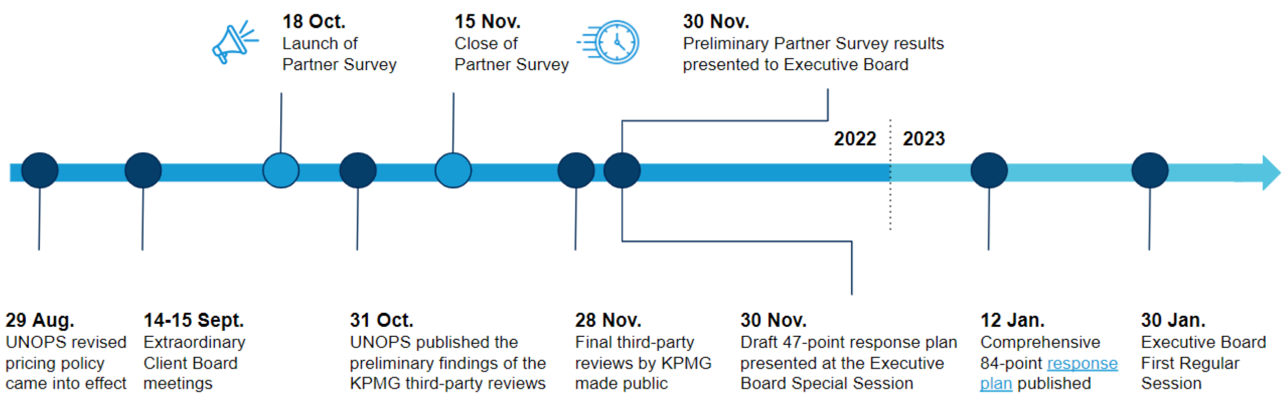


Chart 1: 2022 partner survey respondents by Partner Category

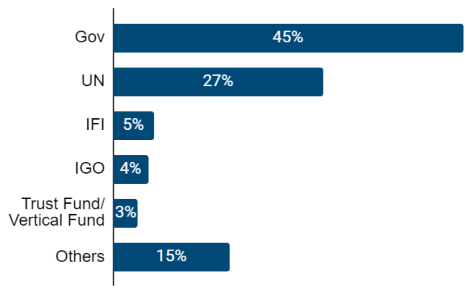


Chart 2: 2022 partner survey respondents by UNOPS operational regions

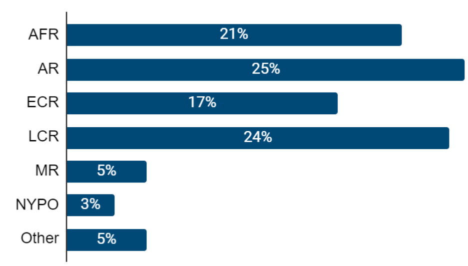
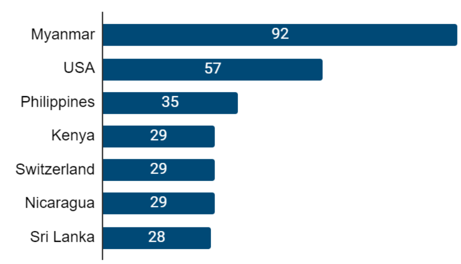


Chart 3: Top countries by respondents' geographical location



3. The below paragraphs summarize analytical findings of partner feedback through the 2022 survey.

UNOPS is a trusted and valued partner

Partners have trust in UNOPS

4. The disruptive shock of the S3i crisis has caused significant damage to the overall reputation and general trust in UNOPS, particularly among partners closest to the political process. However, the es do not seem to have significantly affected relationships with partners who know and work with UNOPS in the areas of the organization's core mandate.

5. The vast majority (79%[1]) of partners would recommend UNOPS as a partner to others. They generally remain satisfied and want to work with UNOPS again in the future (77%). Moreover, most (83%) appreciate the experience of working with UNOPS, and express trust (79%) in UNOPS as a partner.

[1] Percentages are referring to the 963 respondents in the 2022 partner survey. Thus, while they do provide an indication, they are not one to one an expression of the opinion of the totality of UNOPS partners.

Partners value UNOPS contributions and quick responses

6. Partners value the contribution of UNOPS services and personnel. More than three quarters (76%), highlight quick response to requests and issues and equally many (76%) that UNOPS can be relied upon for quality services. Moreover, they value efforts to meet requests with flexibility, and highlight the professionalism of UNOPS personnel as a core competency.

Partners expect UNOPS maintains its expertise and systems

7. Partners emphasize the importance for UNOPS to maintain capacity and technical expertise readily available to respond to their needs in a given operational context. This includes continued focus on ensuring that processes are cost-effective and supported by appropriate systems.

Partners expect focus on timeliness and quality

8. Partners' assessment of UNOPS ability to meet their expectation for timely completion of project targets has increased, but it is still less than three quarters (67%) who rate this favorably. At the same time, while more than three quarters (76%) rate favorably UNOPS reliability for quality services this is a decrease compared to prior years.

Partners want value for money through collaborative engagement

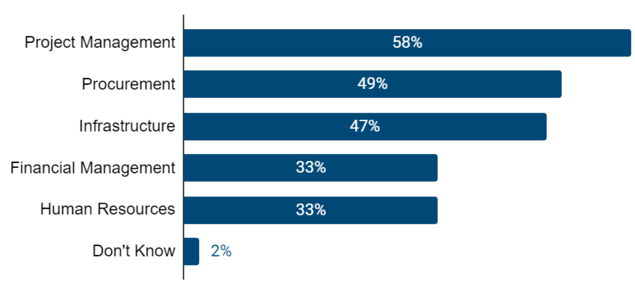
9. Only a little more than half (58%) of partners rate UNOPS services to be value for money. Among those providing an unfavorable rating (10%) there is a correlation with their perception of reliability and service quality. This suggests that active and recurrent expectation and quality management are areas for added focus, and that dialogue on cost-recovery remains an area for attention.

10. All in all, partners expect collaborative engagement and proactive communication. This will require dedicated effort of personnel at all levels. In addition to enhancing behavior and culture, it will require taking advantage of digitization for external transparency and internal knowledge transfer.

Partners want project services of core mandate provided as integrated solutions

11. Partners indicate future demand across all five service lines of UNOPS core mandate. More than half[2] (58%) indicate demand for project management, and about half for procurement (49%) and infrastructure (47%) services. In addition, a third (33%) indicate demand for financial management or human resources management service.

Chart 4: In which service lines do you see opportunities for deepening our partnership?[2]



12. Partners indicate a shift in the role they expect UNOPS takes to enable their implementation. When asked to choose, a little less than half (45%) indicate current demand for support services, with integrated solutions in almost equal demand (43%). Looking to the future, less than a third (31%) expect UNOPS to take the role solely as a provider of support services, with more than half (56%) expecting that UNOPS takes on the role for integrated solutions.

[2] For this question, respondents were able to more than one answer therefore the percentages can add up to more than 100%

Chart 5: What would best describe UNOPS role in our **current** partnership?

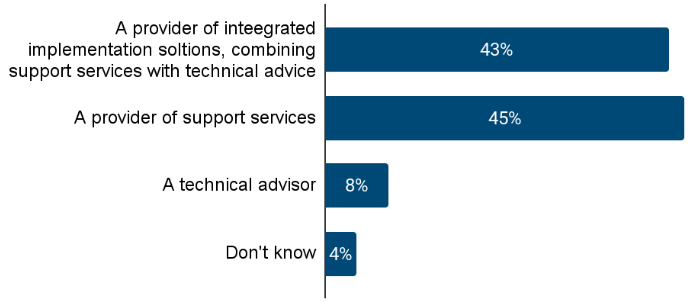
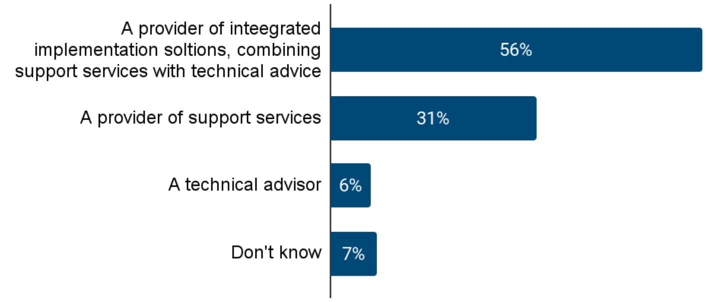


Chart 6: What would best describe UNOPS role in our **future** partnership?

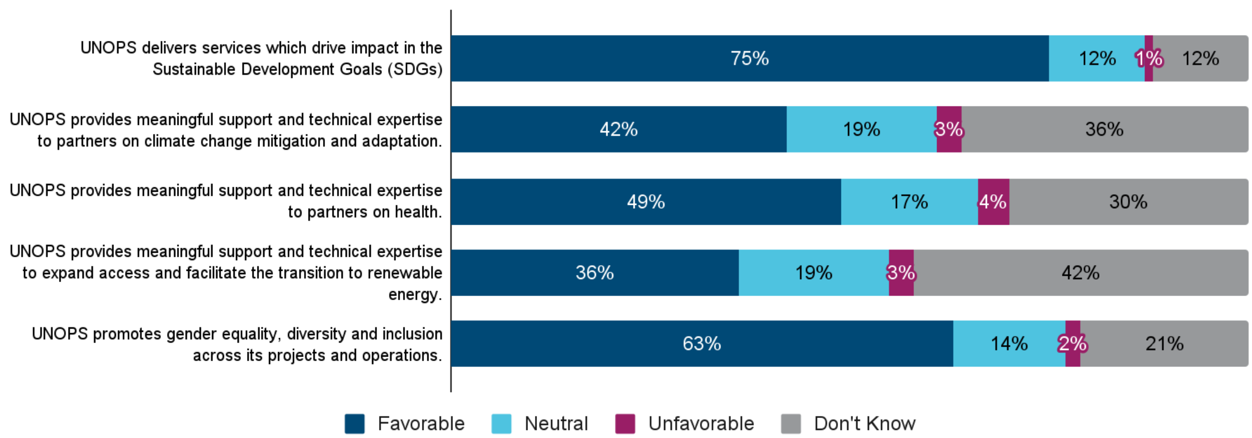


13. The shift in the expectation to the role UNOPS takes on should have profound implications for how the organization approaches and prioritizes its ambitions for digital transformation, particularly that UNOPS devices enablers for knowledge management that will facilitate easy access to documentation of integrated solutions, ensuring they are transferable and replicable across partners and operational contexts; particularly integrated solutions targeting specific Goals.

Few know about UNOPS focus and attention to cross-cutting concerns

14. Partners are generally not well aware of UNOPS capacity in thematic areas of focus. A little less than half recognize technical expertise for meaningful support for health (49%); expertise for climate change mitigation and adaptation is less recognized (42%); and only a little more than a third (36%) recognize expertise to support access and transition to renewable energy.

Chart 7: Overview of responses to questions around UNOPS purpose and priorities.

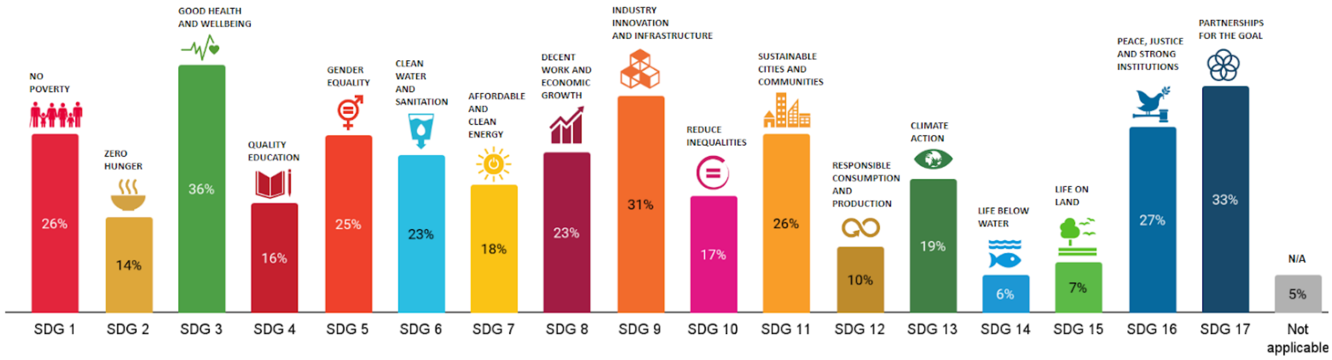


15. Similarly, while efforts to promote gender, diversity and inclusion across UNOPS operations are increasingly recognized, they are only recognized by (63%); less than two thirds. UNOPS needs to systematically and deliberately focus communication on thematic areas.

An implementing partner for the SDGs

16. Partners recognize that UNOPS can be an implementing partner for all the SDGs and that UNOPS project services drive impact for the Goals (75%, only 1% do not believe this is the case). There are indications for potential collaboration across all the Goals. At the same time, some Goals are more frequently cited than others.

Chart 8: In which of the SDGs would you consider UNOPS as an implementing partner?[3]



Good health and well-being

17. Goal 3 is cited by most (36%). This corresponds very well with the overall demand for project services, where health has remained the sector with the highest demand across UNOPS functional service lines. UNOPS anticipates that demand for services in the health sector will remain strong. UNOPS will further document and exemplify the breadth of its capacity in the health sector based on experience.

Partnerships for the goals

18. Goal 17 is also cited by many partners (33%). This corresponds well with the fact that the vast majority of partners express interest in working with UNOPS again and would recommend UNOPS as a partner for others. Thus, this indication is seen, first and foremost, as a reaffirmation of the trust in UNOPS to work in partnership for the goals. In that sense UNOPS is in many respects a 'Goal 17 organization', expanding partners capacity for all the Goals.

19. In the citing of Goal 17, there also may be a recognition of an untapped potential to help further the global ambition and need for broadening partnerships for development financing.

20. In relation to any potential upstream advisory role for innovative, blended and/or impact finance UNOPS heeds the clear direction of the Executive Board that this should only be pursued when potential options have been endorsed by decision. In the meantime, UNOPS will confine related efforts to support implementation through infrastructure, procurement and project management services.

Industry, innovation and infrastructure

21. Goal 9 is also among the goals most cited (31%). This may be because it is the goal which most explicitly emphasizes the importance adequate infrastructure will play for realizing all the goals. In fact infrastructure systems can influence 92 per cent of 169 SDG targets (study with Oxford).

22. The prevalence of Goal 9 in responses is understood as a general recognition of the capacities UNOPS has in infrastructure. This also corresponds with the significant number of partners citing infrastructure as an area for future collaboration.

Peace, justice and strong institutions

23. Goal 16 is indicated as an area for collaboration by more than a quarter (27%). As is the case for Goal 3, the emphasis on Goal 16 corresponds well with the demand for support to related targets and issues. These range from programme implementation for mine action to anti-corruption measures expanding the capacity of public procurement institutions. UNOPS anticipates continued demand in support of this goal and will further unpack the capacities built through many years of experience.

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[3] For this question, respondents were able to more than one answer therefore the percentages can add up to more than 100%

Climate action and affordable and clean energy

24. Goal 13 is cited by less than a fifth (19%). This corresponds with the strong indication that partners are not aware that climate change is an area for deliberate strategic focus. Be it (a) capacity to support interventions with mitigation or adaptation as the primary objective, including future interventions in response to loss and damage; or (b) attention to ensuring that climate is considered as a cross-cutting concern in everything UNOPS does.

25. Goal 7 is also cited by less than a fifth (18%). This corresponds with the very low recognition of renewable energy being an integral part of UNOPS ambition to respond systematically to the need to combat climate change.

SDGs, a cross-cutting concerns for sustainable implementation

26. As is the case for Goal 13, also other cross-cutting goals that UNOPS aims to address through sustainable implementation approaches are recognized less frequently as areas for collaboration: Goal 5 (25%), Goal 8 (23%), Goal 10 (17%), Goal 12 (10%).

27. Although less than a quarter cite Goal 5 and Goal 10 as specific areas for collaboration, more (63%) find that UNOPS promotes gender equality, diversity and inclusion across its projects and operations. Notwithstanding, more than a third (35%) are still unaware or neutral about UNOPS commitment. It is recognized that UNOPS needs to intensify strategic communication to create awareness and excitement about its commitment to and capacity for sustainable implementation.

Responsible consumption and production

28. Goal 12 is among the goals less frequently cited for collaboration. Sustainable procurement, be it public or private, is a key focus of Goal 12, and commitment to sustainable procurement is at the heart of UNOPS sustainable implementation approaches. At the same time, half (49%) of respondents cite procurement as a service for future demands.

29. UNOPS has a mandate to be a central resource for the UN system in procurement. UNOPS is responsible for developing the annual statistical report on UN system procurement (2021 ASR). UNOPS needs to better honor the responsibility by intensifying efforts to drive sustainable procurement, in fact and in perception.
