

1. UNOPS comprehensive response plan

The [comprehensive response plan](#) provides an overview of the action items that UNOPS is currently working on, the items that have been completed, and those with a future start date.

The table below summarizes the key progress made in implementing the comprehensive response plan since the last written update on May 4, 2023. It demonstrates where progress has been made on short-term technical issues as well as where long-term change processes have been initiated. It also highlights some of the key challenges and delays identified during implementation.

Overall completion rate for the comprehensive response plan is 47.6%, with 39 out of 82 actions completed.

Workstream	Progress rate ¹	Summary of key progress and challenges
Mandate and Strategy	95%	<ul style="list-style-type: none"> ❖ On 16 and 22 May, UNOPS engaged in informal consultations with the Executive Board on the midterm review and annual report of the Executive Director, and the restated strategic plan, 2022-2025. ❖ UNOPS published the comprehensive portfolio analysis and external evaluation reports as supplements to the midterm review on the Executive Board website. ❖ The midterm review and the restated strategic plan, 2022-2025 will be discussed at the Annual Session on 9 June.
Governance and Management	55%	<ul style="list-style-type: none"> ❖ The recruitment of the Digital Transformation Programme Director is still ongoing. Meanwhile, the UNOPS Director of the South Asia Multi Country Office has been appointed interim Director of the Digital Transformation Programme to lead development of a high-level programme roadmap. ❖ An external consultancy is about to be engaged to drive a Business Process Review that will inform the selection of a new Enterprise Business Application. The consultancy will yield the criteria for digital system selection, thus providing options for decision-making. ❖ A workshop is to be held June 20th-24th that will review the project- and programme management practices at UNOPS, including UNOPS ability to map project outputs to SDG indicators. This will link to the ongoing work in digital transformation. ❖ Delivery of a partner relationship management system and an

¹Averages of the estimated progress rates of all of the actions under each workstream. Note that the actions vary considerably in complexity and time horizon. For workstreams with a majority of complex actions, the rate will therefore only change slightly from one month to the next.

		<p>internal mobility platform is progressing as planned.</p> <ul style="list-style-type: none"> ❖ Challenge/delay: The Digital Transformation Programme is part of a wider organizational transformation and has a variety of dependencies with other change initiatives. It is important to recognize that transformations of this scale are usually multi-year programmes. The Programme has a high level of complexity, especially in the current organizational context with many senior leadership positions still vacant and/or new to the organization, backlog of internal investments, and overall load of organizational change.
Risk Management and Control Environment	73%	<ul style="list-style-type: none"> ❖ A number of recruitments are ongoing to strengthen UNOPS risk management capabilities, including a risk and control specialist and several risk management advisors. ❖ Training modules are being developed to strengthen UNOPS risk management and decision analysis capabilities for mission-critical roles. ❖ UNOPS has completed a review of its insurance management across the project portfolio, which will strengthen UNOPS management of operational risks, including optimizing risk transfer (where possible). ❖ Completed the design of a “Security Operation Center” (SOC) project aimed at better protecting UNOPS information systems and assets against cyber threats. ❖ The review of the Ethics Office’s independence was completed by 31 March 2023 and was presented to the Executive Board during the informal session on 23 May 2023. The report will also be presented to the Board at the Annual Session in June 2023. The Director of the Ethics Office is currently reviewing the report for implementation and inclusion in the Ethics Office's annual work plan.
Ethics, Compliance and Organisational Culture	61%	<ul style="list-style-type: none"> ❖ On the review of the entire whistleblower processes, the Ethics Office has mobilized a project initiative to drive joint problem solving and identify meaningful changes to the way UNOPS manages speak-up and whistleblowing with the full support of the Executive Director. The task at hand is complex and is not only linked to processes and mechanisms but also to the wider efforts to nurture a healthy organizational culture where colleagues can speak out. The Ethics Office is working with all stakeholders involved, including the change management team, to drive a holistic approach. ❖ The Ethics Office enhanced its collaboration with the Ethics Panel of the United Nations in the areas of outreach, communications and policy standardisation - including a recent joint Ethics Awareness Raising Campaign with the Ethics Offices of UNDP and UNFPA with a contribution of the President of the

		<p>Board and the three Executive Directors - a video of which can be seen here.</p> <ul style="list-style-type: none"> ❖ The Ethics Office launched its initiative “Ethics-in-action” in November 2022 and covered the European and African regions in March and May 2023. The Ethics Office will continue the dialogues across Asia and the Americas later this year. The purpose of the dialogues is to engage in meaningful conversation on the questions of speaking-up, ethical dilemmas, protection from retaliation and a culture of Ethics and to contribute to reducing fears of speaking-up and rebuilding trust in a culture of ethics at UNOPS. ❖ UNOPS has strengthened its engagement and collaboration with other UN agencies and relevant external parties around HR and Ethics practices; UNOPS is actively engaged in the UN HR Network and its working groups under the HLCM, and regularly attends the International Civil Service Commission (ICSC) bi-annual sessions. UNOPS participates regularly in the HRN Field Group, is a member of an ICSC working group, as well as a member of the HRN CoPs on performance management and HR policy. In addition, UNOPS engages in inter-agency knowledge sharing on organizational culture and regularly consult with sister agencies on HR policy matters. UNOPS has also strengthened its collaboration with the UN system Mental Health and Wellbeing strategy and resources, and will be participating in relevant system wide personnel surveys in coming months. In addition, a partnership with OneHR service centre has been established to benefit from UN system HR expertise. ❖ UNOPS has established four Employee Resource Groups (ERG), and the People and Culture Group is meeting each of them on a regular basis. The aim is that over time ERGs will help UNOPS achieve the goals of improving employee experience and increasing feelings of inclusion and belonging within the organization, as per UNOPS strategy on Gender Diversity and Inclusion in the Workforce. The four ERGs are established based on the identity groups of our GDI Strategy: LGBTQI+, Anti-racism, Disability Inclusion, and Women engagement. ❖ Challenge: Cultural transformation and creating a truly inclusive culture is a long-term commitment, which requires resources, focus, and consistency. Additional resources are currently needed in the DEI space and are currently being recruited. ❖ UNOPS is working with the Joint Staff Council on increased staff and personnel representation, with the hope to fill a second UNOPS seat in the council in 2023. UNOPS meets with both the Joint Staff Council and the Copenhagen Personnel Association on a monthly basis. Concurrently, UNOPS plans to continue ensuring local personnel associations are active and engaged. ❖ In May, UNOPS held its first ICA dialogue hub, where management answered questions on a number of issues from
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		<p>colleagues, with the involvement and facilitation of personnel representatives. The format will be evaluated based on feedback and adjusted as necessary going forward.</p> <ul style="list-style-type: none"> ❖ Challenge: The frequency of the pulse surveys is being reviewed, as a quarterly cycle is considered too frequent for organization wide surveys, with potential survey fatigue, and insufficient time to analyze, communicate and act on results. This is being discussed to identify the best way forward for meaningful engagement. ❖ Progress is being made in the establishment of a portfolio approach to manage the range of ongoing change initiatives. ❖ Continued project and change management support to the delivery of the comprehensive response plan as well specific initiatives, e.g review the entire whistleblower processes, Digital Transformation efforts and pilots, review of UNOPS due diligence and quality assurance functions.
Financial and Performance Management	70%	<ul style="list-style-type: none"> ❖ Following an internal confirmation process, the budget estimates 2024-2025 are currently under review by the ACABQ. The document and the ACABQ report are expected to be released to Member States mid-July. ❖ The expanded results framework was provided as an annex to the restated strategic plan 2022-2025 and incorporated in budget estimates for 2024-2025. The new framework will be the reference point for strategy deployment, review and reporting. ❖ In collaboration with UNSSC, two global leadership development programmes have been launched: 1) the SDGs Leadership Programme, with 200 senior leaders enrolled and; 2) the Leading for Impact Programme, with 55 team leads from all UNOPS regions.
S3i Future	73%	<ul style="list-style-type: none"> ❖ UNOPS continues to support OLA on recovery efforts, whenever requested. ❖ Legal fees relating to S3i in 2023 continue to be paid.²

2. Expenditure overview

The Executive Board, in its decision [2023/4](#), approved the allocation of a maximum sum of \$35.4 million, with one immediate single transfer of \$11.8 million from the operational reserve towards the implementation of defined elements of the comprehensive response plan, as detailed in the [UNOPS financial outlook for 2023](#).

² UNOPS' expenditure on legal fees relating to S3i totalled \$1,194,927 in 2022.

The [online expenditures tracking tool](#) provides a near-real time overview of expenditures and commitments in relation to the approved allocation.

- The level of expenditures and commitments against the approved allocation continues to remain relatively low.
- **Challenge:** It has been a challenge to recruit, backfill and access external expertise at the desired pace.
- Most expenses and commitments so far relate to personnel costs and consultancies. UNOPS will soon engage external consultants, to support the identification of enterprise digital solutions that are 'fit for purpose', leveraging existing UN experience. Significant commitments are forecast for later this year.
- A separate work package was created to accommodate \$250,000 for programmatic support to Ghana, and will cover activities in the housing and energy sectors. This amount is part of the overall \$1.7 million assigned to programmatic support for countries affected by S3I failures, under the S3i Future work package.

3. Distribution of excess reserves to paying entities as of 25 May 2023

UNOPS stays committed to fully implement the decision by the Executive Board and refund the full amount of USD 124m of excess reserves. We are supporting all partners to the best of our capacities. UNOPS is making good progress on the refund, despite operational challenges. The key data points:

- Total number of paying entities: 213.
- Total discussions ongoing with partners: 105 (49%) with a value of USD 115m (93%)
- Official letters sent to partners: 80 (37%) with a value of USD 66m (53%)
- Decisions received from partners: 35 (16%) with a value of USD 18m (15%)
- Decisions implemented/paid: 29 (12%) with a value of USD 17m (13%)

The challenges encountered by UNOPS in this exceptional process are various. In some cases it is difficult to identify appropriate points of contact, especially for partners with small balances that UNOPS does not work with on a regular basis. Furthermore, many partners require additional information and details to be able to comply with their own rules and regulations. Where required, UNOPS is supporting partners to conduct a full reconciliation of the accounts. These processes are exceptional and administratively complex. UNOPS has assigned three full time personnel resources to the process. It further concluded the selection process of a third party to perform an independent review of the process and the data points. The aim is that the review and concluding report will be available on time for the second regular session of the Executive Board. UNOPS has also provided additional information on the excess reserve process with inputs on a decision for the annual session of the Executive Board in its Conference Paper on UNOPS Cost Recovery and Reserves.

4. Question and Answers (Q&A)

The Executive Director remains available to respond to all questions from delegations, including at the forthcoming Executive Board annual session 2023 and during the UNOPS segment on 9 June 2023.