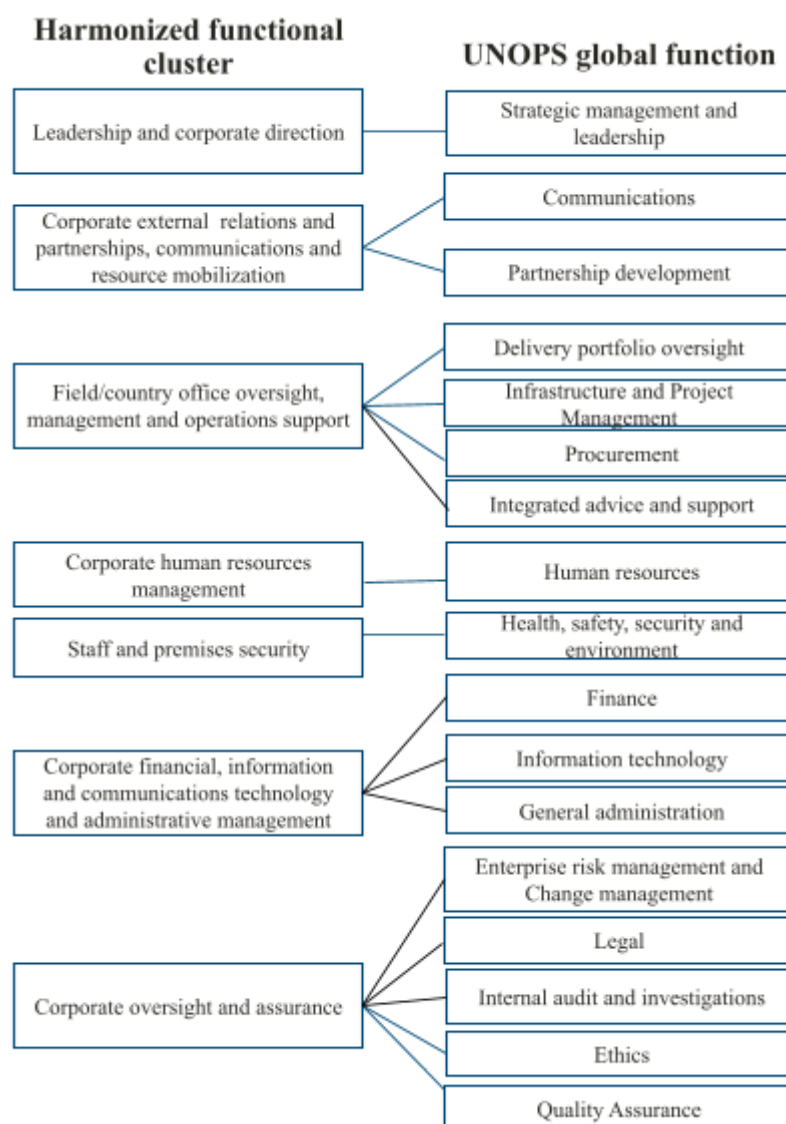


Annex IV

UNOPS global functions

1. UNOPS has developed its budget for the biennium 2024-2025 in alignment with the harmonized approach adopted by UNDP, UNFPA, UNICEF and UN-Women based on decisions 2020/12, in which the Executive Board approved harmonized approaches for cost classification, results-based budgeting and budget presentation. The harmonized approach includes presentation of the budget in line with seven harmonized functional clusters. In continuation of the budget estimates for the biennium 2012-2013 to 2022-2023, UNOPS deploys a more granular functional framework internally and describes 17 global functions traceable to the seven harmonized functional clusters:

Figure 1: UNOPS global functions mapped to harmonized functional clusters



Strategic management and leadership

2. The global function ‘Strategic management and leadership’ includes responsibility to:
 - (a) Develop, champion and act as a role model for the UNOPS mission, vision, values and ethics;
 - (b) Set strategy based on understanding the needs and expectations of stakeholders and the external environment, and on an understanding of internal performance capabilities;
 - (c) Provide strategic direction and authoritative advice on corporate priorities and ensure appropriate structural arrangements within and between entities in the global structure;
 - (d) Identify thought leadership and strategic positioning approaches and opportunities, and set knowledge management practices;
 - (e) Oversee organizational and/or project portfolio performance, and execute appropriate controls;
 - (f) Advise on development, review and updating of relevant policies;
 - (g) Advise on implementation, communication and monitoring of relevant policies;
 - (h) Engage with external stakeholders, including United Nations coordination;
 - (i) Manage UNOPS external relationships with the UN Member States, participate in the United Nations coordination.

Communications

3. The global function ‘Communications’ includes responsibility to:
 - (a) Develop communications strategies, policies, plans and channels based on communications needs and expectations;
 - (b) Maintain and strengthen the UNOPS corporate identity through unifying internal and external communications, enabling accountability and transparency;
 - (c) Communicate clear direction and strategic focus, ensuring that the people of UNOPS understand and can demonstrate their contribution to its success;
 - (d) Facilitate and encourage the sharing of information, knowledge and best practices, achieving dialogue throughout the organization.

Partnership development

4. The global function ‘Partnership development’ includes responsibility to:
 - (a) Establish and deepen strategic partnerships in support of the development of new engagements, and facilitate coordinated, systematic approaches to business partner and client relations management, for mutual, sustainable benefit;
 - (b) Ensure greater collaboration and coordination with key partners, including through the establishment of liaison offices to engage on current projects and future priorities, and for knowledge-sharing;
 - (c) Ensure that UNOPS products and services are promoted and marketed effectively, and that partner relationships are managed and strengthened;
 - (d) Manage UNOPS knowledge partners for sustainable benefits for the organization and its partners.

Delivery portfolio oversight

5. The function ‘Delivery portfolio oversight’ includes responsibility to:

- (a) Manage and oversee the projects and programmes delivery at Regional level;
- (b) Ensure regional portfolios sustain high quality and efficient delivery of services;
- (c) Ensure regions operate consistently and adhere to UNOPS standards, whilst leveraging local opportunities.

Infrastructure and project management

6. The global function ‘Infrastructure and project management’ includes responsibility for:

- (a) Enable timely delivery of successful projects and programmes on behalf of its partners in accordance with the UNOPS Implementation Standards Management Framework, which sets out the policy, standards, guidance and tools to ensure UNOPS projects are planned and implemented in accordance to the highest standards;
- (b) Advance project management practices, including through the use of internationally recognised approaches including Stakeholder Management, Quality, Gender Equality and Social Inclusion and local capacity building within project implementation;
- (c) Identify and develop opportunities for the enhancement of project management services for partners;
- (d) Support project management as the primary modality of delivery for UNOPS, externally and internally;
- (e) Enable and distribute efficient and effective provision of support and advice to users and external partners, while ensuring adequate controls;
- (f) Within the field of project management, provide and deliver best practice examples, tools, guidance and oversight mechanisms for the timely delivery of its projects and programs delivered on behalf of its partners whilst providing effective portfolio management;
- (g) Enable timely delivery of successful projects in its service lines of infrastructure, Financial Management (including Grants Management) and project management in which the quality, speed and results are of the highest standards;
- (h) Advance infrastructure practices, including through sustainable, resilient, inclusive approaches in planning and implementation including a focus on climate change considerations and actions, as well as contributing to national capacity development;
- (i) Identify and develop opportunities for the enhancement of infrastructure services for partners;
- (j) Within the field of infrastructure, provide and deliver best practice examples, tools, guidance and oversight mechanisms of infrastructure projects.

Procurement

7. The global function ‘Procurement’ includes responsibility for:

- (a) Support the delivery of successful procurement projects with and on behalf of its partners in accordance with the UNOPS Procurement Framework, which sets out the policy, standards, guidance and tools to ensure UNOPS procurement projects are planned and implemented in accordance to the highest standards;

- (b) Enable the organization to procure goods and services in a sustainable, transparent, accountable and efficient manner in order to execute the UNOPS business strategy;
- (c) Advance procurement practices, including through sourcing strategies, sustainable supply chains and considerations of product life-cycles, and contribute to supplier capacity development;
- (d) Identify and develop opportunities for the provision of procurement services for partners;
- (e) Ensure that UNOPS products and services are developed to create optimum value for partners and beneficiaries, and are produced, delivered and managed using sustainable approaches;
- (f) Enable and distribute efficient, effective support and advice to users and external partners, while ensuring adequate controls;
- (g) Within the field of procurement, provide and deliver best practice examples, tools, guidance and oversight of procurement and procurement projects.

Integrated advice and support

8. The function ‘Integrated advice and support’ includes responsibility to:

- (a) Provide support to UNOPS operations globally, with impartial policy interpretation advice and provision of solutions for everyday implementation challenges. Includes thematic areas of: Administration, Finance, HR, Legal, Procurement, and Project Management and Infrastructure, including coordination of surge support;
- (b) Increase consistency of delivery and business efficiency whilst strengthening adequate controls;
- (c) Serve as a body of knowledge corporately with focus on field operations.

Human resources

9. The global function ‘Human resources’ includes responsibility to:

- (a) Enable UNOPS to recruit, develop and retain a talented workforce with the skills and competencies to execute its business strategy;
- (b) Ensure that UNOPS personnel are aligned, including through linking standardized profiles and job descriptions to organizational structures, processes and products and services;
- (c) Promote a culture that allows the mutually beneficial achievement of organizational and personnel goals, by caring, communicating, rewarding and recognizing, in a way that motivates UNOPS people, builds commitment, and enables them to use their skills and knowledge for the benefit of the organization;
- (d) Promote fairness, equality and diversity, including gender parity;
- (e) Enable and distribute efficient and effective provision of support and advice to users and external partners while ensuring adequate controls (with regards to individual contractor agreements, for example);
- (f) Within the field of human resources, provide and deliver best practice examples, tools, guidance and oversight of human resources processes;
- (g) Drive and support world-class performance and continuous improvement, and nurture a high-performance management culture, ensuring that the organization is flexible and manages change effectively; add risk
- (h) Advise on and drive cross-functional integration and coordination within the organization;

Health, safety, security and environment

10. The global function ‘Health, safety, security and environment (HSSE)’ includes responsibility to:
- (a) Provide UNOPS internal entities with advice, guidance and technical assistance regarding health, safety, environmental and security throughout its global responsibilities;
 - (b) Consistently provide managers and personnel with the necessary information and tools concerning the day-to-day management of health, safety, environmental and security risks;
 - (c) Provide instructions to support health, safety, environmental and security decision-making and to escalate decisions with regional or organization-wide impact to the Executive Director;
 - (d) Strengthen and make more explicit the overall safety and security framework, culture, and roles and responsibilities within the organization to allow justified, measured approaches and responses to health, safety, environmental and security management practices globally.
 - (e) Provide information security services, including monitoring, analyzing, and forecasting threats to information assets, advising on information risk management and on contracts related to data security; providing in-person and online capacity building and awareness training, consulting on incident management, and developing and managing policies, standards and guidelines related to information security.
 - (f) Optimize the use, and effectively manage the life-cycle and physical security, of buildings, equipment and materials;

Finance

11. The global function ‘Finance’ includes responsibility to:
- (a) Steward the resources of the organization, ensuring cost recovery, financial resilience and accurate financial reporting to partners and clients;
 - (b) Advance development effectiveness, including through further attribution of direct cost for shared services as appropriate;
 - (c) Maintain appropriate controls and integrity of financial management, in accordance with relevant international standards;
 - (d) Enable and distribute efficient, effective support and advice to users and external partners, while ensuring adequate controls (in reporting, for example);
 - (e) Within the field of finance, provide and deliver best practice examples, tools, guidance and oversight of finance processes;
 - (f) Ensure effective and efficient planning of management budget and results;
 - (g) Maintain appropriate review mechanism for financial and non-financial results, on quarterly and annual basis.

Information technology

12. The corporate function ‘Information technology’ includes responsibility to:
- (a) Manage the information technology strategy and its implementation, to support the delivery of UNOPS strategy;

- (b) Manage information technology risks;
- (c) Manage the technology portfolio by optimizing use of existing technology and replacing outdated technology;
- (d) Evaluate and develop the technology portfolio to improve the agility of UNOPS and its processes and projects;
- (e) Involve relevant stakeholders in the development and deployment of new technologies to maximize benefits generated;
- (f) Use technology to support the UNOPS culture of creativity and innovation;
- (g) Aid and advise on transforming data into information, and facilitate distribution of timely, accurate, strategic and tactical management decision support.

General administration

13. The corporate function ‘General administration’ includes responsibility to:
- (a) Facilitate the provision of premises, facilities and support services that are functional, cost-effective and sustainable;
 - (b) Execute the provision of global shared services with regards to payroll, contract administration and payment management;
 - (c) Establish safe, timely and cost-effective travel arrangements;
 - (d) Establish and implement realistic, effective and efficient business continuity and disaster recovery plans;
 - (e) Establish and implement policy for records retention and management;
 - (f) Facilitate host country liaison.

Enterprise risk management and change management

14. The global function ‘Corporate oversight and risk management’ includes responsibility to:
- (a) Ensure that UNOPS is able to gather, aggregate and monitor risk-related information at all organisational levels and manage risks at a corporate level;
 - (b) Manage internal control framework, including the policies, procedures, standards, activities and systems designed to mitigate risks in UNOPS;
 - (c) Ensure that UNOPS projects are regularly assessed against cost and time targets;
 - (d) Ensure that proposed procurement actions are in accordance with UNOPS financial regulations and rules, policies, and instructions;
 - (e) Provide Change Management support to corporate initiatives, ensuring risks inherent to change are minimised.

Legal

15. The global function ‘Legal’ is aimed at protecting the interests of the organisation and minimizing liabilities, and includes responsibility to:
- (a) Provide legal direction and identify legal implications of the organization's major decisions, strategies and transactions;

- (b) Enable the UNOPS legal and contracting activities to execute its business strategy, ensuring that its legal commitments reflect the UNOPS vision, values and ethics;
- (c) Enable and distribute efficient, effective support and advice to users and external partners, while ensuring adequate controls.

Internal audit and investigations

16. The independent function ‘Internal audit and investigations Group’ includes responsibility to:
- (a) Provide independent, impartial assurance, advice, investigative and consulting services through its internal audits and investigations designed to improve UNOPS operations;
 - (b) Assessing and conducting investigations as it deems appropriate into possible misconduct or wrongdoing within and associated with UNOPS;
 - (c) Assists the organization in accomplishing its objectives through a systematic and disciplined approach designed to evaluate and improve the effectiveness of the organization’s risk management, control and governance processes.

Ethics

17. The independent advisory function ‘Ethics Office’ includes responsibility to:
- (a) Cultivate and nurture a culture of ethics, integrity and accountability, and thereby enhance the trust in and credibility of the United Nations, both internally and externally;
 - (b) Develop standards, training and education on ethical issues
 - (c) Provide guidance to management to ensure that UNOPS policies and procedures promote the standards of integrity called for under the Charter of the United Nations;
 - (d) Provide confidential advice and guidance to personnel on ethical issues;
 - (e) Raise awareness of ethical standards and expected behaviour;
 - (f) Receive requests for the protection of personnel against retaliation in accordance with the respective policy;
 - (g) Administer the UNOPS financial disclosure programme;
 - (h) Provide an annual report on its activities to the executive head.

Quality Assurance

18. The corporate function ‘Quality Assurance’ includes responsibility to:
- (a) Ensure that UNOPS partners, donors, clients and core engagement processes fully align with UN Core Values, and that UNOPS delivers according to best practise regarding quality standards, compliance, risk and due diligence;

- (b) Review the procurement process to ensure that it is fair, competitive, and transparent, provides best value for money, and represents best practices and commonly accepted practices of United Nations procurement;
- (c) Manage compliance expectations, provide compliance management advice and potential compliance management mechanisms/advice to policyholders;
- (d) Coordinate the overview of non-compliance and the pan-UNOPS effort on managing non-compliance as well as recommending systemic (cross-functional) solutions for minimizing non-compliance.