



Annex 2

Facts, figures and examples - UNOPS mandate and portfolio

What we do and with whom, where and why
General Assembly resolution 65/176 is the foundation for our
restated strategic plan 2022-2025

**BUILD
THE FUTURE**

Executive Board requests at the second regular session in 2023

This slide deck provides information requested by the Executive Board at its second regular session in 2023:

- ❖ It builds on the comprehensive portfolio analysis conducted for the fast-tracked midterm review in 2023.
- ❖ It illustrates how the UNOPS portfolio is anchored in the original mandate in General Assembly resolution 65/176.

Section I provides a summary of the UNOPS **mandate** and restated strategic plan, 2022-2025

Section II provides **details on the past** portfolio behind the UNOPS mandate, as per decision 2023/23:

"7. Requests that UNOPS provide the Executive Board, before the first regular session 2024, with:

- (a) An additional breakdown of the 2014-2022 portfolio along the three pillars of the UNOPS original mandate, including the subcategories of the five functional services;
- (b) Information on the impacts of Executive Board decision 2022/24, calling on UNOPS to return to its original mandate, the recently conducted multifaceted portfolio analysis and the midterm review + of the Strategic Plan, 2022-2025, on the current UNOPS portfolio and decision-making regarding future developments of the portfolio;"

Section III provides an **overview of the future** portfolio behind the UNOPS mandate, as per decision 2023/22:

"4. [. . .] requests UNOPS to provide, during briefing before the first regular session 2024, information on the project portfolio underlying the biennium budget estimates, 2024-2025 and its alignment to UNOPS original mandate and its restated Strategic Plan, 2022-2025, as per decision 2023/16, including detailing the nature of services provided;"

I. The UNOPS mandate and restated strategic plan

The mandate for functional services in resolution 65/176

"Reaffirming also the role of the United Nations Office for Project Services as a central resource for the United Nations system in **procurement** and contracts management as well as in civil works and physical **infrastructure** development, including the related **capacity development** activities,

Recognizing the potential for value-adding contributions that the United Nations Office for Project Services can make in providing efficient, cost-effective services to partners in the areas of **project management, human resources, financial management** and common/shared services,"

(General Assembly resolution 65/176, 20 December 2010)

The resolution also reaffirmed the UNOPS mandate as contained in **Executive Board decision 2009/25** and recalled relevant provisions of **decision 2010/21**. The two decisions set out:

"why we do what we do", "what we do", "who we work with" and "where we operate"

The UNOPS mandate to expand implementation capacity

Executive Board Decision 2009/25, para 3:

"Reaffirms the mandate of UNOPS, in the context of coherence and the furtherance of **United Nations objectives**, to act as a service provider (...)"

We expand implementation capacity for the **2030 agenda**, guided by the **QCPR**.

Decision 2009/25, para 4:

"Reconfirms the role of UNOPS as a central resource for the United Nations system in **procurement** and contracts management as well as in civil works and physical **infrastructure** development, including the relevant **capacity development** activities;"

Decision 2009/25, para 5:

"Recognizes the potential for value-adding contributions that UNOPS can make in providing efficient, **cost-effective services** to development partners in the areas of **project management, human resources, financial management*** and common/shared services;"

Decision 2010/21, para 5:

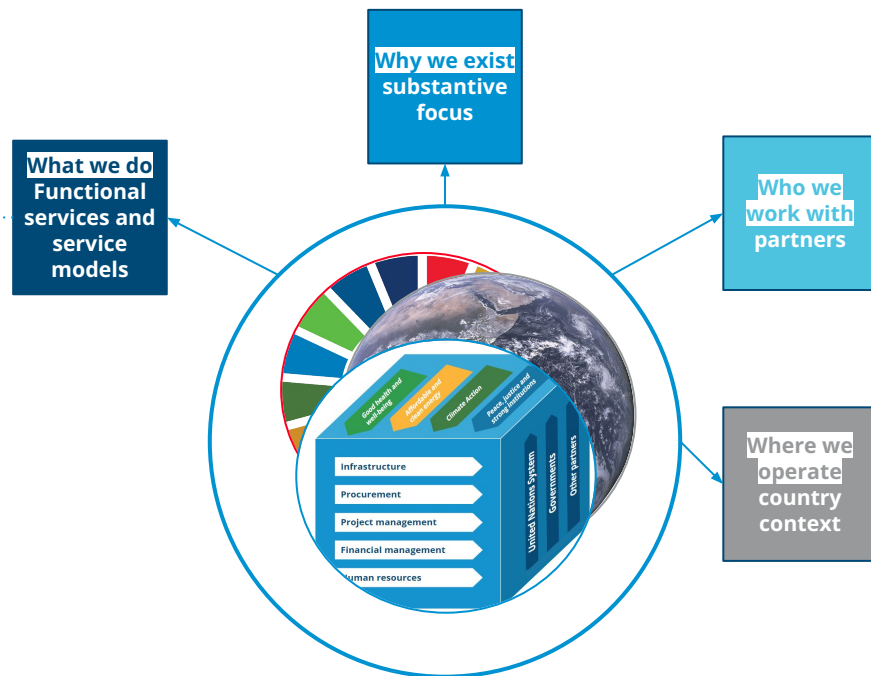
(...) integrate **national capacity development** in its operations;"

Decision 2009/25, para 3:

"(...) service provider to the **United Nations** system agencies, funds and programmes, international and regional **financial institutions, intergovernmental organizations, donor and recipient governments and non-governmental organizations**;"

Decision 2010/21, para 4:

"(...) enhance engagements as a service provider to various actors in the **development, humanitarian and peacekeeping arena**, including the United Nations, governments, intergovernmental institutions, international and regional financial institutions, **foundations, private sector** and non-governmental organizations;"



*The General Assembly mandate for "financial management services" is not for "impact investing". UNOPS no longer pursues supply-side "impact investing" as initially encouraged in decision 2016/12. The original General Assembly mandate for "financial management services" is for "grants management and funds implementation", which is considered a variation of project, programme and portfolio implementation.

The Strategic Plan, 2022-2025, restated is founded in 65/176

Why we exist substantive focus

"86. **We are a resource expanding implementation capacity for all the Goals, through infrastructure, procurement and project management.** Our focus on the Goals does not mean that we presume a normative policy mandate.

It is merely a reaffirmation of our commitment to deploy our efforts and capacity for purpose – to embrace transformation and act now, in support of the Goals and the promise they hold."

With whom we work partners

"36. We work with entities of the **United Nations system, governments of programme and donor countries, intergovernmental institutions, international and regional financing institutions, foundations, the private sector, and non-governmental organizations.**

Some are our clients and others are our knowledge partners."

Where we operate countries

"93. Our role in the United Nations is to **expand implementation capacity across peace and security, humanitarian and development efforts,** by providing collaborative advantages to partners in the United Nations system and beyond."

What we do Functional services and service models

"39. Our project services are flexible and modular, and functionally span **infrastructure, procurement, and project management,** including **human resources** and **financial management.** Engagements typically combine two or more service lines."

"75. **Project management** is a **technical discipline** that includes management of activities organized in programmes and portfolios. Just as project and contract management are foundational to the implementation of **infrastructure,** competence in **procurement** is foundational to the **implementation of projects, programmes and portfolios."**

"76. Beyond procurement, our capacities behind programme implementation include **financial management services,** comprising implementation of **grants and multi-partner pooled funds,** and fiscal oversight for projects, programmes and portfolios. We also offer flexible and tailored **human resources** solutions for United Nations partners across peace and security, humanitarian and development efforts."

"40. (...) **We have three service models:** (...) The value proposition is as follows:
(a) **Support services:** we solve routine, often simple problems, at low cost;
(b) **Technical advice:** we help partners decide on ill-defined issues, based on our track record of dealing with similar problems; and
(c) **Integrated solutions:** we implement complex projects with interrelated parts by applying systematic, comprehensive approaches, combining support services with technical advice."

65/176 services are explained in UNOPS audited financial statements

What we do Functional services and service models

The UNOPS Financial Statements has, since 65/176 - the financial statements on the biennium 2010-2011 - explained the UNOPS functional services, including whether UNOPS in the exchange transaction is principal or agent:

“(a) **Infrastructure:** UNOPS uses its expertise and experience to construct emergency and permanent infrastructure. It remains responsible for the construction works and therefore accounts for these projects as principal;

(b) **Procurement:** UNOPS uses its procurement network to purchase equipment and supplies on behalf of and on the basis of the specifications of its customers. It does not take ownership of the procured items, as they are delivered directly to the end customer (i.e. agent);

(c) **Project management:** UNOPS is responsible for the delivery of one or more outcomes of projects, where it coordinates all aspects of implementation of the project as principal;

(d) Other services: **human resources** management services include recruitment, appointment and administration of personnel contracts undertaken by UNOPS on behalf of its partners. The appointed individuals do not work under the direction of UNOPS. Another service offered is **financial management** or administration, whereby UNOPS acts as an agent pursuant to a mandate set by the partner.”

(Audited financial statement for the period ending 31 December 2021, note 1 page 88 - [A/77/5/Add.11](#))

The service models build on functional services

What we do
Functional
services and
service
models

We contribute largely through integrated solutions, which combine two or more of our functional services.

Support services

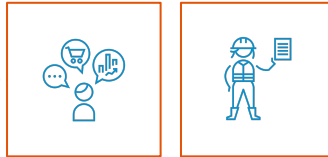
We help routine, often simple problems, at low costs.



We manage personnel contracts and provide a global e-commerce solution with United Nations web buy plus.

Technical advice

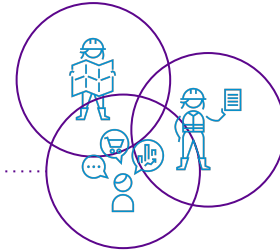
We help partners decide on ill-defined issues, based on our track record of dealing with similar problems.



We advise on institutional capacity development for public procurement and infrastructure.

Integrated solutions

We implement complex projects with interrelated parts by applying systematic, comprehensive approaches, combining support services with technical advice.



We typically respond by combining two or more functional services as projects/programmes tailored to partners' needs.

II. The past portfolio underpinning the UNOPS mandate

- A. **What our portfolio comprises** - Services, substantive focus and countries, 2018-2022
- B. **What we do and with whom** - Partners and functional services in 2014-2022
- C. **How functional services come together in projects** - Examples with partners and Goals
- D. **Why we do what we do** - Sectors we worked in and Goals we supported, 2014-2022
- E. **Where we operate** - Contexts, regions and types of countries, 2014-2022
- F. **What we learned from external evaluation** - Project case-studies presented in 2023

Decision 2023/23:

6. *Reiterates* the need for UNOPS to return to and remain within its original mandate of providing infrastructure, procurement and project management services, as stated in General Assembly resolution 65/176 of 20 December 2010
7. *Requests* that UNOPS provide the Executive Board, before the first regular session 2024, with:
 - (a) An additional breakdown of the 2014-2022 portfolio along the three pillars of the UNOPS original mandate, including the subcategories of the five functional services;
 - (b) Information on the impacts of Executive Board decision 2022/24, calling on UNOPS to return to its original mandate, the recently conducted multifaceted portfolio analysis and the midterm review+ of the Strategic Plan, 2022-2025, on the current UNOPS portfolio and decision-making regarding future developments of the portfolio;

UNOPS response

The portfolio is anchored in the UNOPS mandate for functional services set out in General Assembly resolution 65/176.

- This includes all of our projects, programmes and portfolios.
- In addition to infrastructure, procurement and project management, the General Assembly mandate includes financial management and human resources service.
- We consider these to be an integral part of project, programme and portfolio management, which includes management of funds and people.

A. What our portfolio comprises

Services, substantive focus and
countries, 2018-2021

What we do - UNOPS functional services, 2018 to 2021

Resolution 65/176 mandates UNOPS to offer: infrastructure, procurement, project management, financial management and human resources services

Distribution of functional services from 2018 to 2021

(total \$11.05bn , excl. PharmaMex 2bn)

● Infrastructure	14%
● Procurement	36%
● Project management	18%
● Financial management	22%
● Human resources	11%

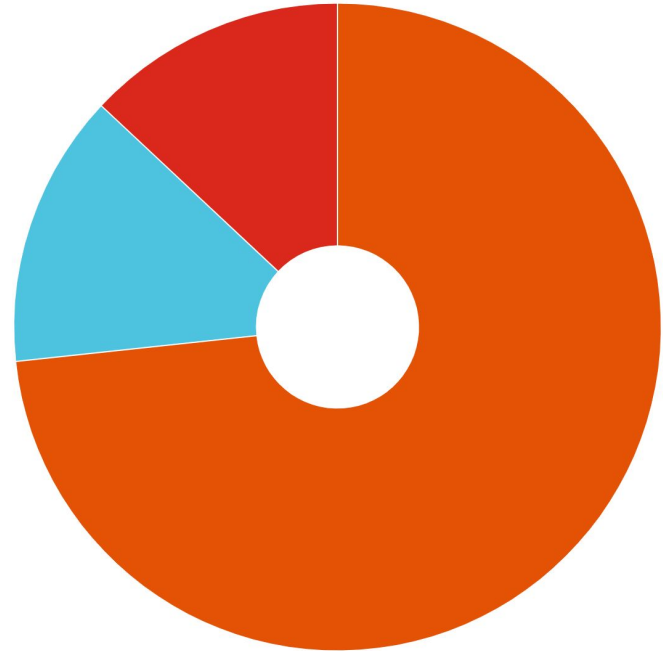


What we do - United Nations functions, 2018 to 2021

The UNOPS services span the three United Nations function

United Nations functions from 2018 to 2021

(total \$11.05bn , excl. PharmaMex 2bn)

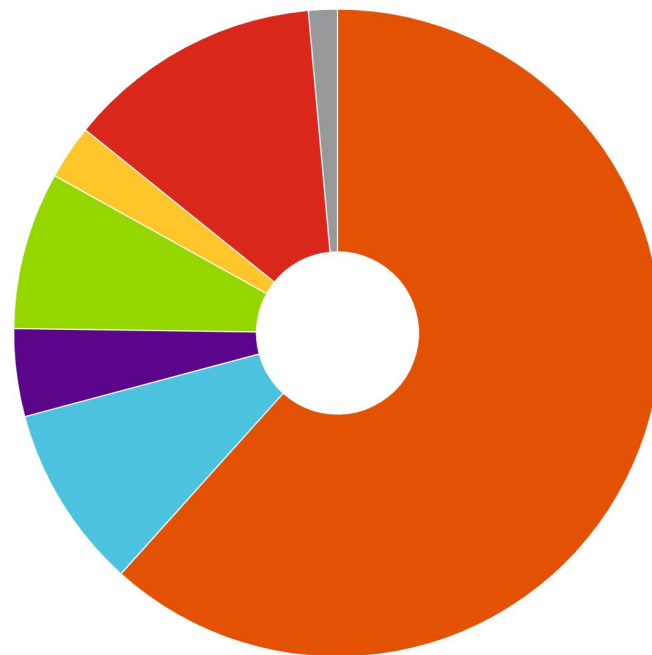
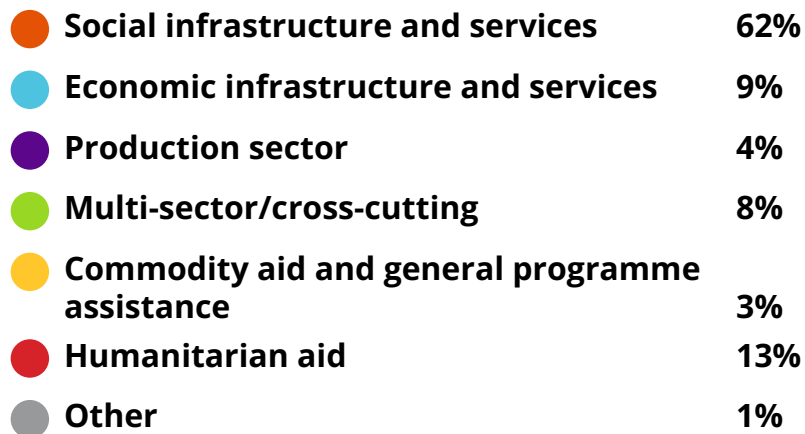


Why we do what we do - sector focus for services, 2018 to 2021 (OECD/DAC sectors)

The UNOPS services span many development sectors

Sector focus for service from 2018 to 2021 (OECD/DAC sectors)

(total \$11.05bn , excl. PharmaMex 2bn)

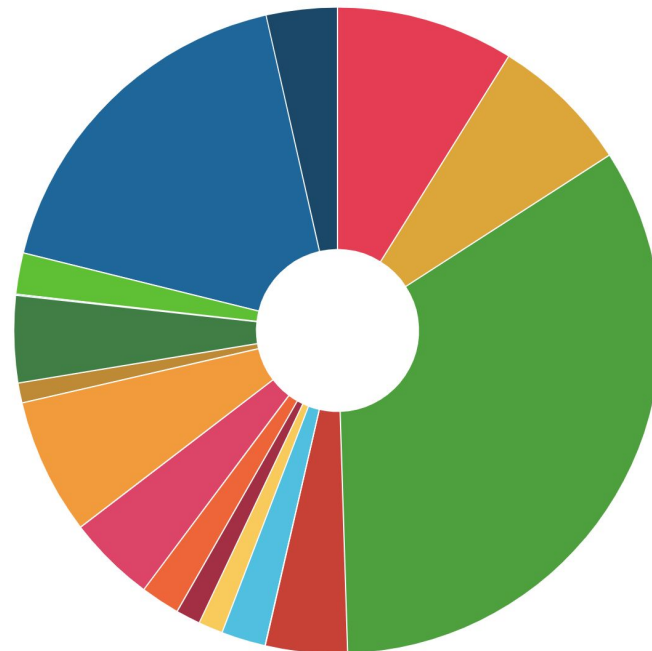
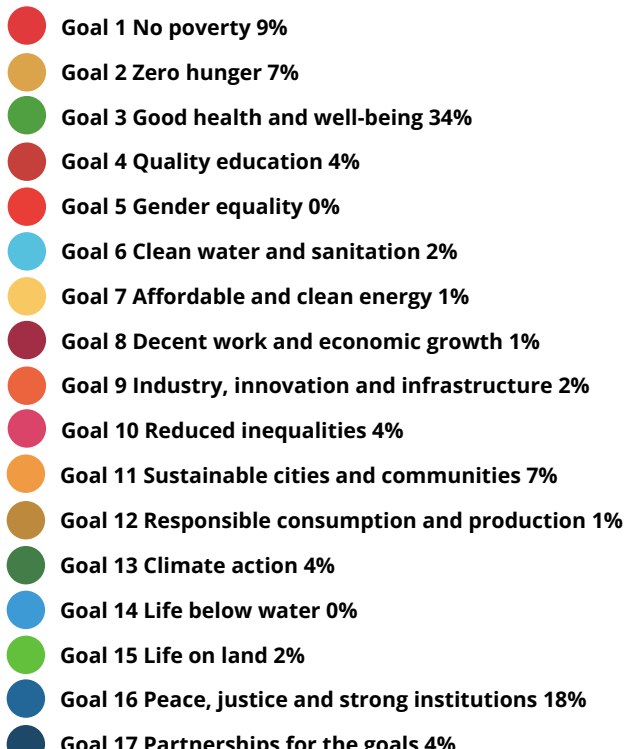


Why we do what we do - Goal focus for services in 2022 (Primary Goals)

The UNOPS services span many Goals

Goal focus for services in 2022 (Primary Goals)

(total \$2.5bn , excl. PharmaMex 1bn)

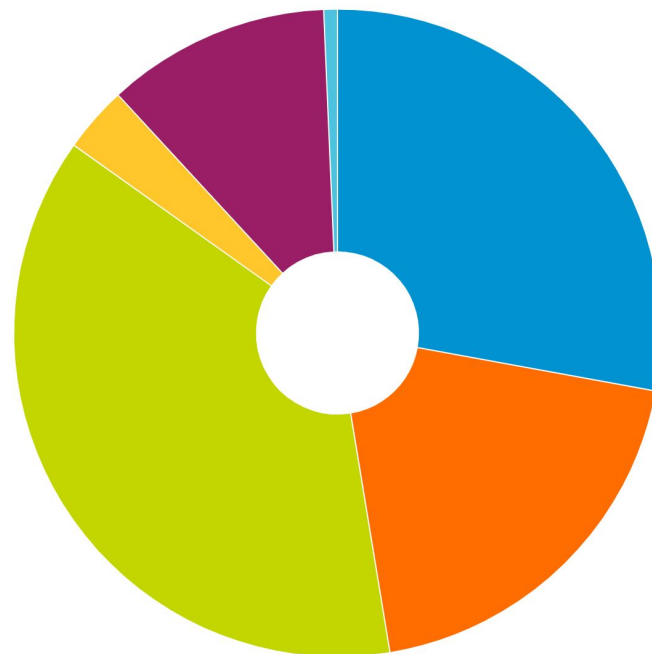


Where we operate - the regions we worked in from 2018 to 2021

UNOPS expands implementation capacity in all regions

Regional distribution of services 2018 to 2021

(total \$8.55bn , excl. PharmaMex 1bn)



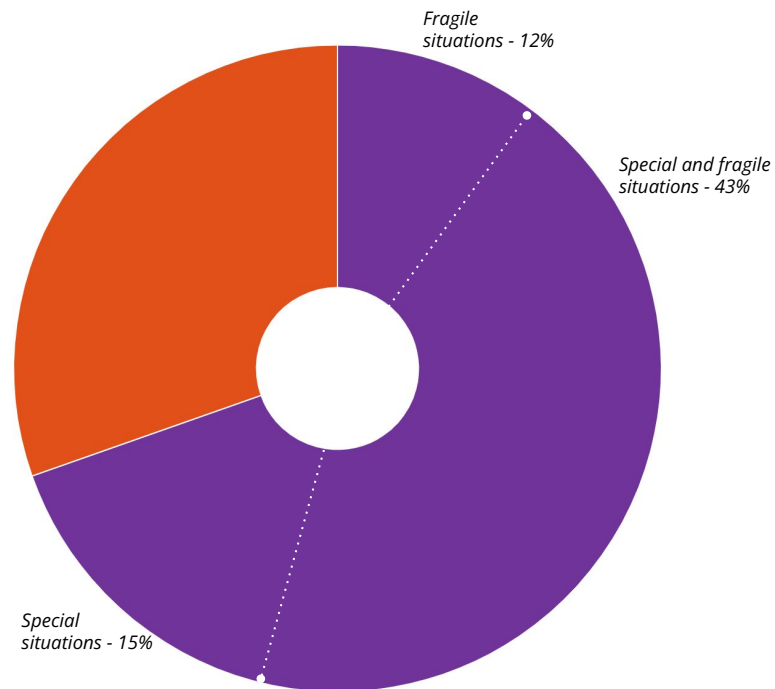
Where we operate - the types of countries we worked in from 2018 to 2021

UNOPS expands implementation capacity in all types of countries

Distribution of in-country activities by country types, 2018 to 2021

(total \$8.55bn, excl. PharmaMex 1bn)*

- **Countries in special and fragile situations 70%**
- **Other programme countries 30%**



*the *in-country* activities do not include \$940m of global delivery, from Europe and US

B. What we do and with whom

Partners and functional services in
2014-2022

Who we work with - partners

Annually, we work with **more than 160 different partners**.

Examples of partners funding our activities include:

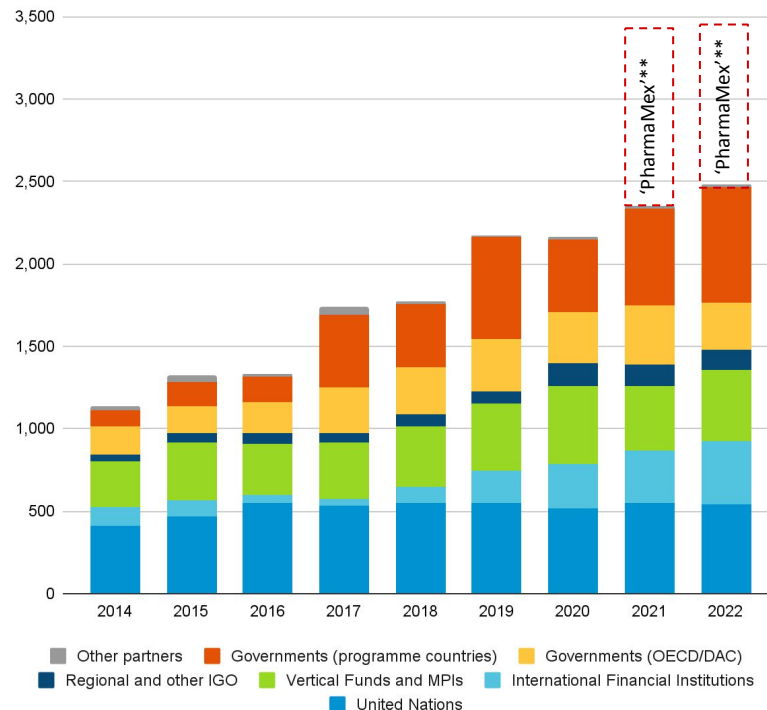
- ❖ **Governments (programme countries)**
 - Mexico**, Argentina, Bangladesh, El Salvador, Ethiopia, Guatemala, Honduras, Myanmar, Paraguay, Peru, and Qatar
- ❖ **United Nations**
 - DPO/DOS/PKOs, UNDP, UNEP, UN-Habitat, OCHA, UNHCR, UNICEF, WHO
- ❖ **Vertical funds and multi-partner initiatives**
 - Myanmar Access to Health (MAH), Enhanced Integrated Framework (EIF), Green Climate Fund (GCF), Global Environmental Facility (GEF), Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), Global Green Growth Initiative (GGGI), Joint Peace Fund (JPF), Livelihood and Food Security Trust Fund (LIFT), and StopTB
- ❖ **International Financial Institutions**
 - Central American Bank for Economic Integration (BCIE), Islamic Development Bank (IsDB), and the World Bank Group*
- ❖ **Governments (donor countries)****
 - Canada, Germany, Italy, Japan, Korea, Norway, Sweden, United Kingdom, and USA
- ❖ **Regional and other intergovernmental organizations**
 - European Commission

*The World Bank Group is by far the IFI with highest demand.

**The significant volume of the project for procurement of medicines in Mexico, 'PharmaMex' is an outlier compared to the rest of the UNOPS project. Thus, in order not to skew the multi-year analysis it has been excluded from the analysis.

***Governments (donor countries) reflect bilateral engagements only. It does not reflect donor funding through multi-partner initiatives which is covered in that separate category.

Expenses by partner category, 2014-2022 (\$ millions)



Who we work with - partner details

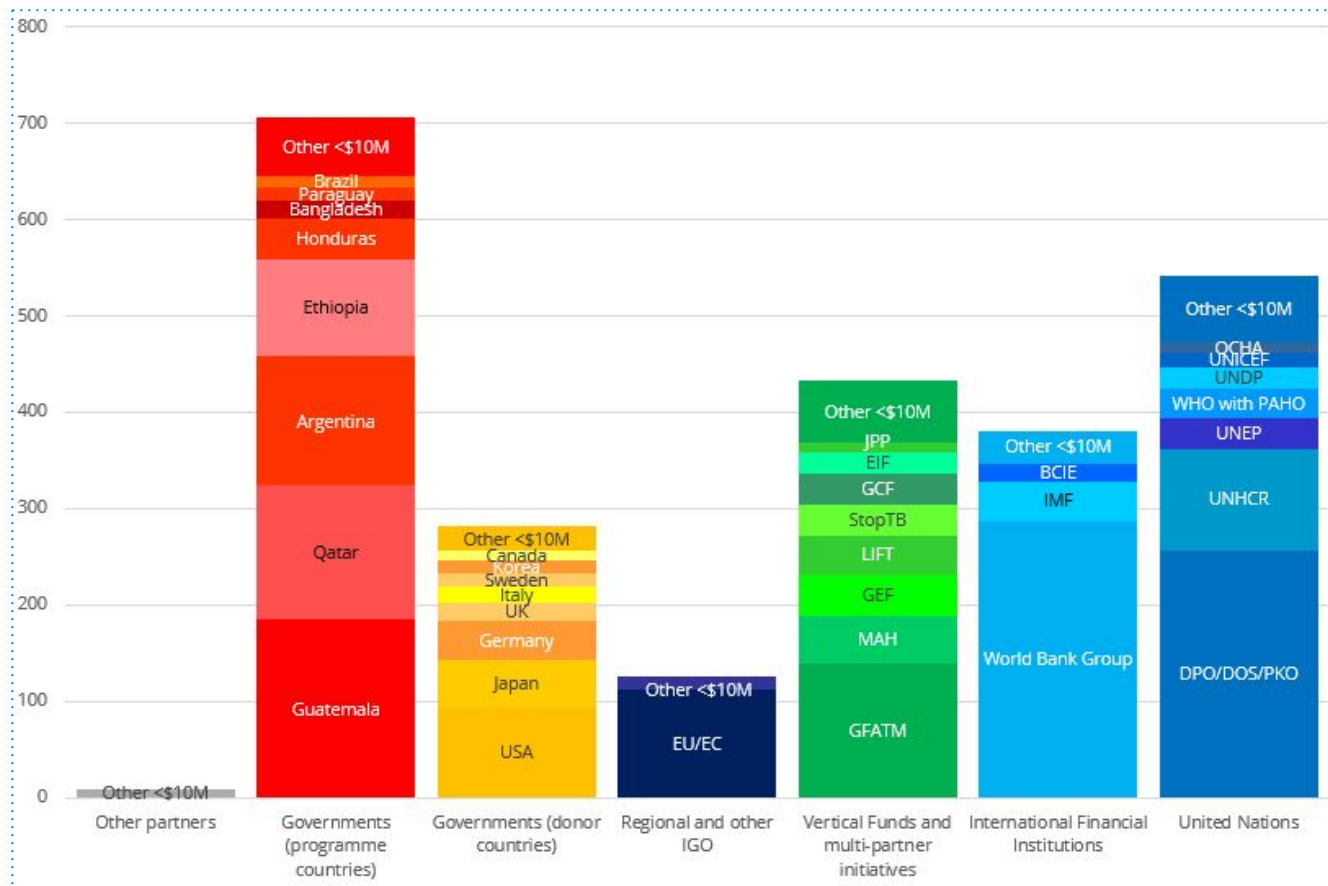
The graph displays **35 partners** for whom UNOPS delivered services amounting to \$10 millions or more in 2022, by partner category:

- ❖ **Governments (programme countries)***
- ❖ **Governments (donor countries)****
- ❖ **Regional and other intergovernmental organizations**
- ❖ **Vertical funds and multi-partner initiatives**
- ❖ **International Financial Institutions**
- ❖ **United Nations**

*Excluding 'PharmaMex'.

**Governments (donor countries) reflect bilateral engagements only. It does not reflect donor funding through multi-partner initiatives which is covered in that separate category.

Expenses by partner category, 2022 (\$ millions)

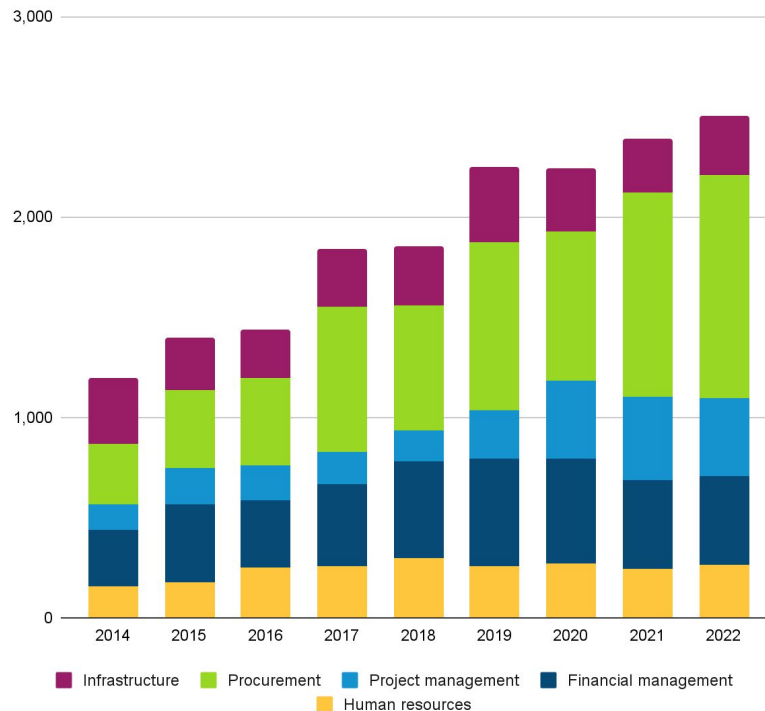


What we do - outputs from our five functional services

Our mandate spans **five functional services**. From 2014 to 2022 the UNOPS responses spanned more than **140** different outputs. The most prevalent outputs for each functional service were:

- ❖ **Infrastructure**
 - Hospitals and other health infrastructure; roads, bridges; schools; renewable energy; technical studies and reports; water treatment and supply
- ❖ **Procurement**
 - Drugs, medical supplies; service contracts; information and communications technology
- ❖ **Project management**
 - Portfolio, programme and project management office; project team management; technical assistance and training
- ❖ **Financial management**
 - Grantee selection and grants management; grants management under preselection
- ❖ **Human resources**
 - HR contract management and recruitment; HR contract management under preselection

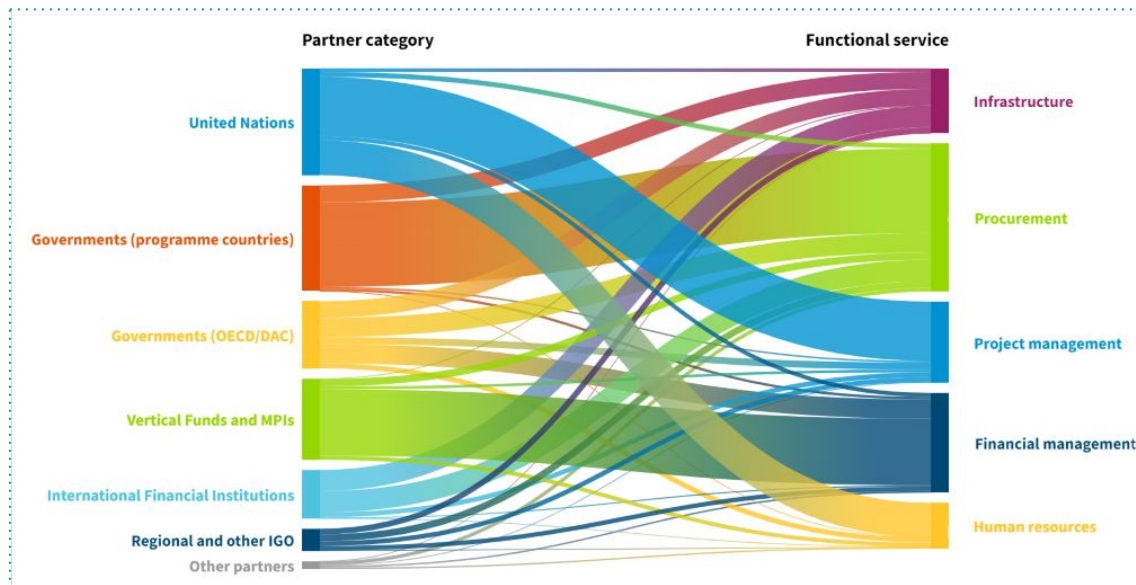
Expense by functional service, 2014-2022 (\$ millions, excl. 'PharmaMex')



What we do - functional services in demand by our partners

- ❖ **United Nations** partners' main demand is for project management and human resources services
- ❖ **Programme countries'** main demand is for procurement services
- ❖ **Donor countries'** and **regional and other intergovernmental organizations'** main demand is for procurement, infrastructure and financial management services
- ❖ **Vertical funds' and multi-partner initiatives'** main demand is for financial management service for grant management and funds implementation
- ❖ **International financial institutions'** main demand is for procurement and infrastructure services

Functional services by partner category, 2018-2021 (excl. 'PharmaMex')



C. How functional services come together in projects

Examples with partners and Goals

Infrastructure - partners and project examples

Key infrastructure services

Design, build and rehabilitate

Asset assessment and management












Planning

Capacity analysis and strengthening

Value proposition for infrastructure

Sustainable, resilient and inclusive infrastructure is essential for combating the triple planetary crisis and is an enabler of development and sustained peace. Adequate infrastructure can help reduce inequalities, remove barriers, and enable livelihoods and healthy ways of living.

We plan, design and construct sustainable, inclusive and resilient infrastructure, and advise governments on making infrastructure more effective.

Where	With whom	What	Why (primary/secondary)
The Gambia	AfDB, Government of the Gambia	UNOPS designed and led a hybrid planning model in support of the Greater Banjul Area 2040 Development Plan .	  
Yemen	World Bank / IDA	UNOPS rehabilitated 230+ km of roads and restored access to critical urban services - water, sanitation, energy - to more than 3 million people. The project also included a component working with women-owned local businesses.	   
Nepal	World Vision	Following the 2015 earthquake, UNOPS designed and constructed three schools across two districts in Nepal, in collaboration with local authorities and using local capacity.	   

Procurement - partners and project examples








Key procurement services



Value proposition for procurement

Public procurement has the transformative potential to drive sustainable, resilient and inclusive development. It can be an agent of change, promoting social inclusion, fairness and value for money.

We help governments and other partners plan and implement transparent, cost-effective public procurement for sustainable impact.

Where	With whom	What	Why (primary/secondary)
Guatemala	Guatemala Social Security Institute	UNOPS collaborated with Guatemala's Social Security Institute to strengthen institutional procurement capacity for a more transparent and efficient system serving the people of Guatemala. The government estimated it saved overall \$270 million on the purchase of medicines and medical supplies.	 
Ukraine	European Commission	In support of the Government of Ukraine and in close coordination with the European Union Advisory Mission, UNOPS assisted efforts to promote best practices for rule of law, providing, amongst others, a broad range of equipment for law enforcement.	   
Global	UN, IFIs, NGOs, governments	UNOPS hosts the United Nations Web Buy Plus platform, which provides a wide range of products tailored to the development and aid sector, including through long-term agreements.	

Project management - partners and project examples

Key project management services

Technical assessment and project design

Build capacity









Get back on track

Maximize impact

Value proposition for project management

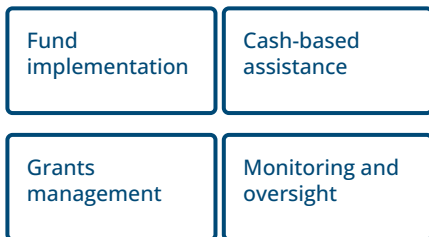
The capacity to implement within the constraints of limited time and resources is a cornerstone of sustainable development, translating policy and financing into results on the ground.

We apply sustainable approaches to implement projects, programmes and portfolios.

Where	With whom	What	Why (primary/secondary)
Ethiopia	United Nations Voluntary Trust Fund for Mine Action	In Northern Ethiopia, UNOPS enables situational assessment, planning and prioritization of support, and facilitates deployment of personnel to conduct clearance of explosive ordinances and to accompany humanitarian convoys. This enables humanitarian support and helps the local population move safely.	
Yemen	OCHA, New Zealand, UK, USA, Canada, Japan, Netherlands, Sweden, EC	UNOPS provides monitoring and inspection services through the United Nations Verification and Inspection Mechanisms (UNVIM), facilitating the flow of essential goods into Yemen to alleviate the suffering of the people of Yemen. This includes infrastructure, procedures and stakeholder engagement.	   
Uruguay	Government of Uruguay	In support of the Municipality of Montevideo, Uruguay UNOPS provided technical assistance and advice to build the capacity of the Municipality's Project Management Office, enabling them to effectively scope, design and manage a range of more than 300 local transport and waste management infrastructure projects.	  

Financial management - partners and project examples













Key financial management services



Value proposition for financial management

The pooling of limited resources for a joint objective and collective impact is a recognized way of facilitating and supporting sustainable development.

We support the implementation of grants and multi-partner pooled funds, and provide fiscal oversight for projects, programmes and portfolios, operationalized through an efficient, effective platform.

Where	With whom	What	Why (primary/secondary)
Myanmar	United Kingdom, EU, Switzerland, Australia, USA, Canada, New Zealand, Norway, Denmark	Since 2009, UNOPS has provided fund management services to the Livelihoods and Food Security Trust Fund (LIFT) in Myanmar. This includes support for (a) competitive selection and management of grantees (monitoring, oversight), in line with the donor strategy; and (b) the management of the pooled fund.	     
Globally	Governments, UN, foundations	Out of Geneva, UNOPS provides a range of support services to the Stop TB Partnership , including medical procurement, HR contract management, grantee selection and management, and secretariat support.	  
South Sudan	World Bank	UNOPS is tasked with fiduciary responsibility on behalf of the World Bank, providing income opportunities and direct income support to around 65,000 vulnerable individuals.	 
Globally	Austria, France, Germany, Italy, Netherlands, Sweden, Switzerland, Gates Foundation	UNOPS administers the United Nations Water Trust Fund, which is an inter-agency trust fund.	

Human resources management - partners and project examples

Key human resources services

Recruitment

Contract
administration
and payroll

Pay agent
services

Flexible contract
modality

Value proposition for human resources

Having the right people in the right place at the right time is key for any United Nations entity to deliver effectively on its mandate, especially in the context of humanitarian crises and emergency response.

We provide flexible, tailored human resources solutions to United Nations partners across peace and security, humanitarian and development efforts, enabling them to rapidly adjust their capacity to their needs.

Where	With whom	What	Why (primary/secondary)
Globally	UNHCR	UNOPS supports the United Nations High Commissioner for Refugees (UNHCR) in delivering their mandate, by administering contracts for 3,200+ personnel in almost 90 projects across more than 100 countries.	UNOPS HR services are delivered as support services, contributing indirectly to the achievement of the Global Goals by facilitating the implementation of our sister agencies. 
Multiple	United Nations DPPA	UNOPS supports the United Nations Department of Political and Peacebuilding Affairs' (DPPA) mediation support capacity, by enabling deployment of experts in a number of specialized thematic areas in location of DPPA operations.	
Globally	WHO	UNOPS helps the World Health Organization (WHO) in its global efforts by administering contracts for 1,200+ personnel across 16 countries.	

D. Why we do what we do

Sectors we worked in and Goals we supported, 2014-2022,

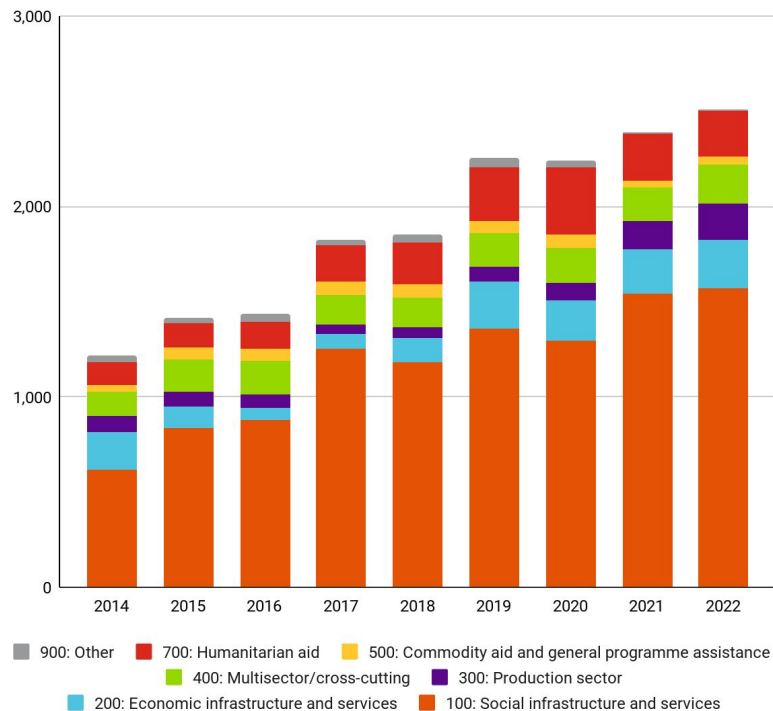
Why we do what we do - we expand capacity in many sectors

We expand implementation capacity in **many development sectors** (OECD/DAC)

Across most sectors the demand for our activities has continued to grow, particularly in:

- ❖ The **social infrastructure and services sector**, in the sub-sectors of:
 - Health
 - Conflict prevention and resolution, peace and security
 - Government and civil society
- ❖ The **humanitarian aid sector**
- ❖ The **economic infrastructure and services sector**, in the energy sub-sector

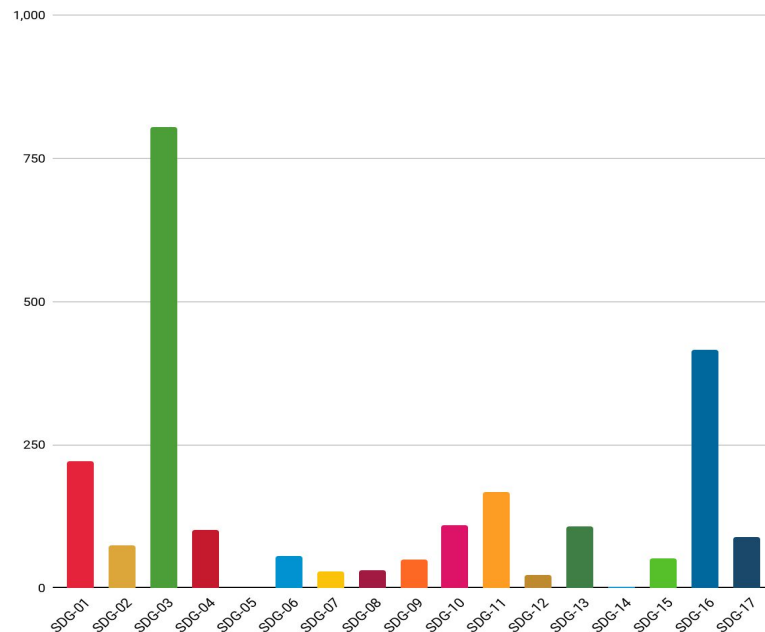
Expense by OECD/DAC sector, 2014-2022 (\$ millions, excl. 'PharmaMex')



Why we do what we do - we contribute to Goals as a primary focus

- ❖ We expand implementation capacity for many **Goals**
- ❖ All UNOPS engagements are associated with a 'primary Goal' - the Goal for main impact.
- ❖ In 2022, the two with the most demand for implementation capacity were:
 - **Goal 3 'good health and well-being'**
 - **Goal 16 'peace, justice, and strong institutions'**
- ❖ These were also the two in most demand when we analysed the life-time expense of all the engagements we mapped to Goals in 2022.

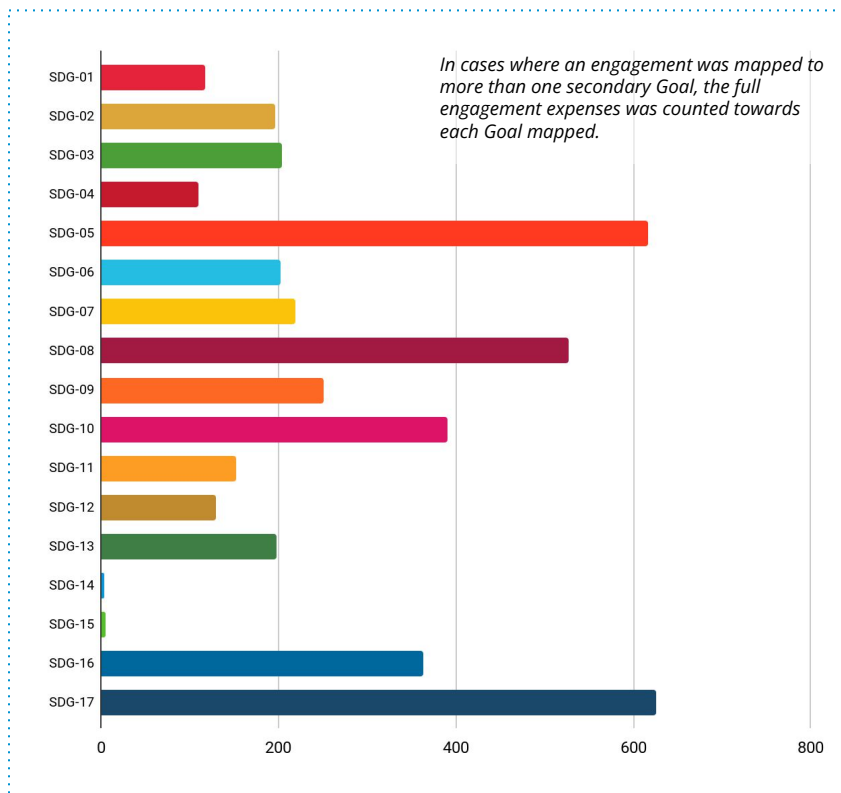
Expense by primary Goal, 2022 (\$ millions, excl. 'PharmaMex')



Why we do what we do - we contribute to Goals as a cross-cutting concern

- ❖ Most UNOPS engagements contribute to more than one Goal, including as cross-cutting concerns.
- ❖ The most frequent 'secondary Goals' include:
 - **Goal 5 'gender equality'**
 - **Goals 8 'decent work and economic growth'**
 - **Goal 10 'reduced inequalities'**
 - **Goal 16 'peace justice and strong institutions'**
 - **Goal 17 'partnerships for the goals'**
- ❖ The high frequency of Goal 17 illustrates that UNOPS always works in partnership with others to expand implementation capacity for the Goals.

Expenses to secondary Goal, 2022 (excl. 'PharmaMex')

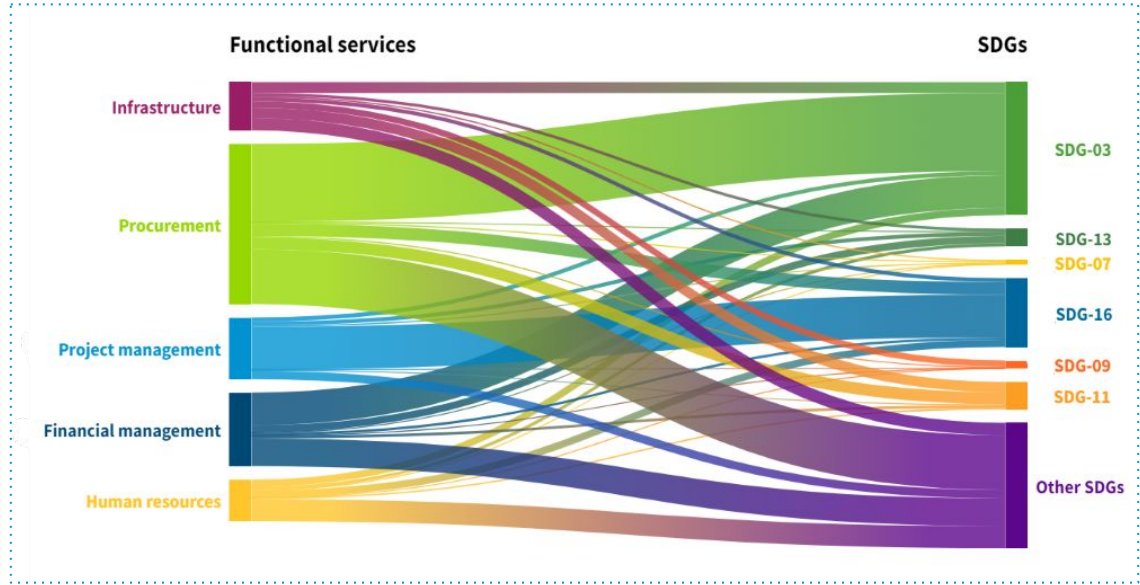


What functional services we contribute to which Goals

Different Goals demand different services

- ❖ **Goal 3 'good health and well-being'**
 - mainly supported through procurement and financial management services. It was also supported through, infrastructure, human resources and project management.
- ❖ **Goal 16 'peace, justice and strong institutions'**
 - mainly supported mainly through project management and procurement services.
- ❖ **Goal 13 'climate action'**
 - mainly supported through financial management and project management services
- ❖ **Goal 7 'affordable and clean energy'**
 - mainly supported through infrastructure and project management services.

Functional service by main Goals in 2022 (excl. 'PharmaMex')

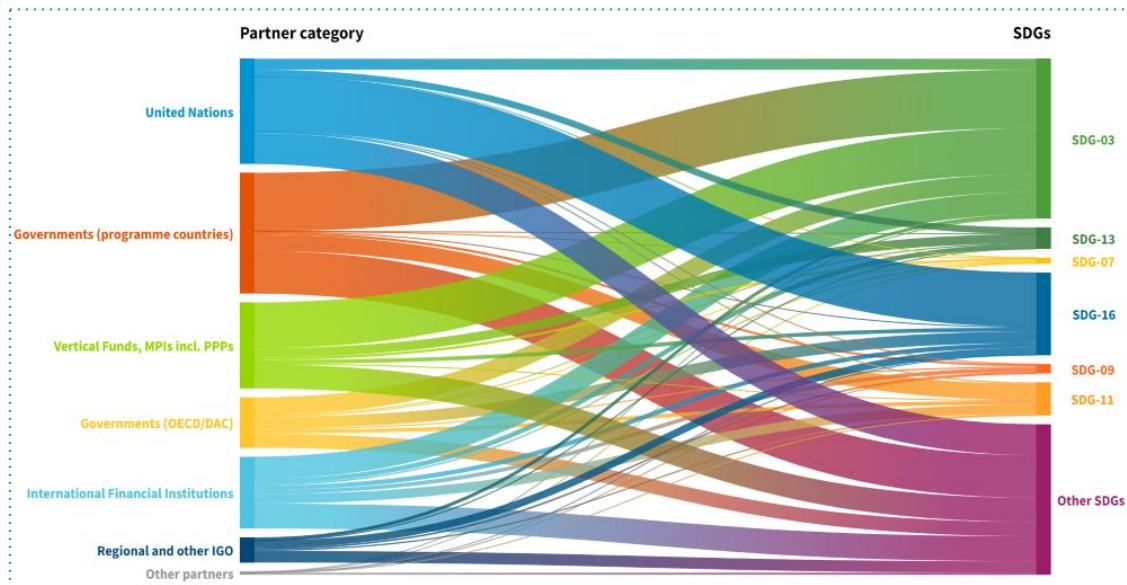


Who demands implementation capacity for which Goals

We can expand partners' implementation capacity for many of the Goals. There is more demand for some:

- ❖ Support to **Goal 3 'good health and well-being'** has been consistently in high demand for many years, and we support many partners including governments, vertical funds, and IFIs.
- ❖ We anticipate that demand for support to **Goal 13 'climate action'** and, closely related, **Goal 7 'affordable and clean energy'**, will gain prominence, for which we want to be ready.
- ❖ Support to achieving **Goal 16 'peace, justice and strong institutions'** has been a major area of activity for many year, and we support primarily the United Nations in this area.
- ❖ Infrastructure is relevant for all Goals. UNOPS support in relation to **Goal 9 'industry, innovation and infrastructure'** as well as **Goal 11 'sustainable cities and communities'** is most in demand by governments and IFIs.

Partner group and focus Goal contributed to, 2022 (excl. 'PharmaMex')



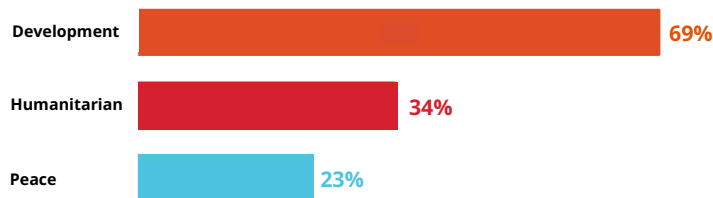
E. Where we operate

Contexts, regions and types of
countries, 2014-2022

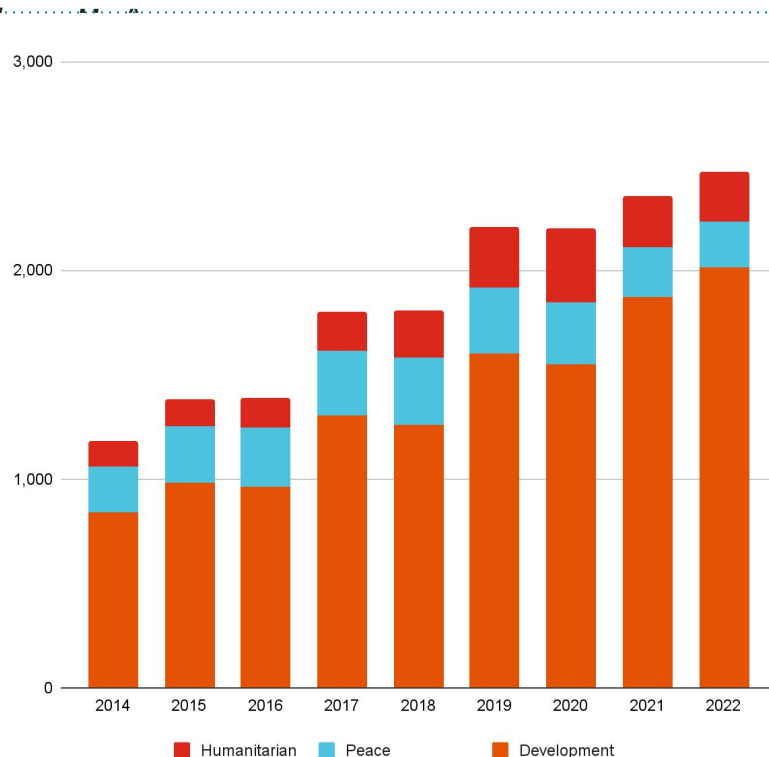
Where we contribute - development, humanitarian and and peace contexts

- ❖ We have operated in development, humanitarian and peace contexts, expanding capacity for the **three United Nations functions**.
 - There is demand for our capacity in **all three**.
 - The highest demand is from actors in **development contexts**
- ❖ Our **partners recognizes our ability** and express need for our support in all three pillars

Partners expressing need for support (960 respondents)



Expense by United Nations function, 2014-2022 (\$ millions, excl. ...)

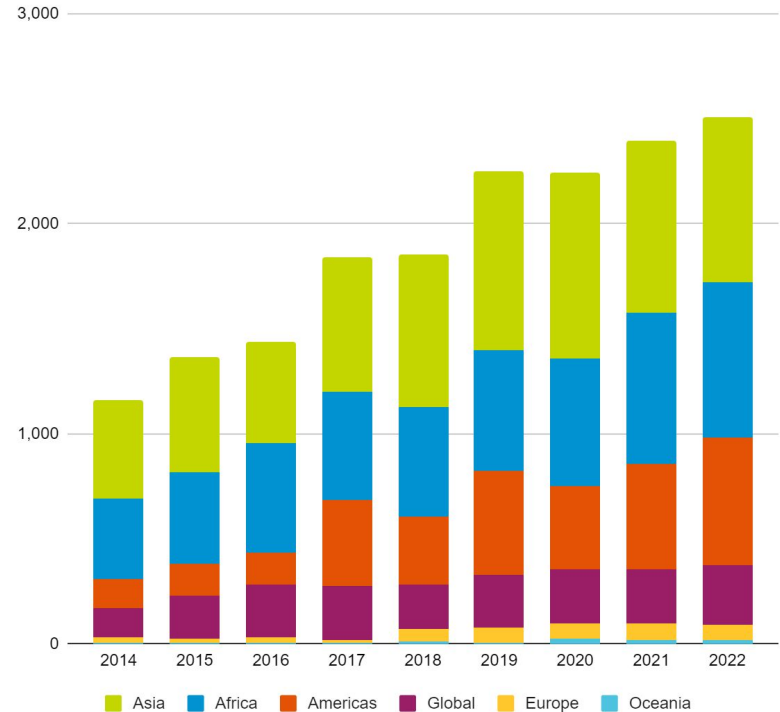


Where we operate - five regions

From 2014 to 2022, the demand for implementation capacity has increased in **all regions**. The main **countries in each region** included:

- ❖ **Asia**
 - Afghanistan, Bangladesh, Iraq, Jordan, Myanmar, Pakistan, State of Palestine, Yemen
- ❖ **Africa**
 - Central African Republic, Democratic Republic of the Congo, Ethiopia, Mali, Somalia, South Sudan, Sudan
- ❖ **Americas**
 - Argentina, Costa Rica, Guatemala, Honduras, Peru
- ❖ **Europe**
 - Ukraine, Serbia, Kosovo (UNSCR 1244/99)
- ❖ **Oceania**
 - Samoa, Vanuatu, Solomon Islands

Expense by region, 2014-2022 (\$ millions, excl. 'PharmaMex')

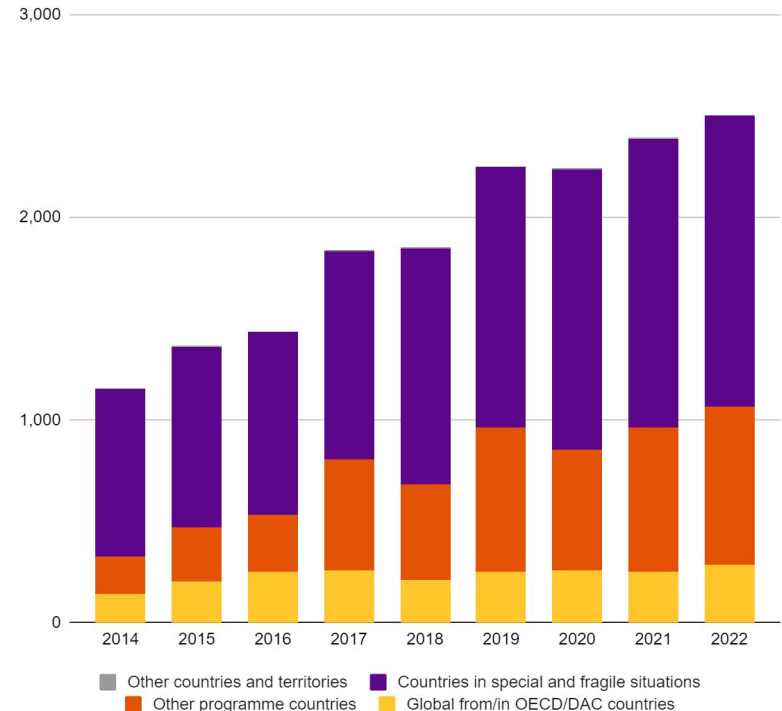


Where we operate - four types of countries

From 2014 to 2022, the demand for implementation capacity has increased in **all types of countries**. Demand for countries in **special and fragile situations remains highest**. The main countries of each type included:

- ❖ **Countries in special and fragile situations**
 - Afghanistan, Central African Republic, Bangladesh, Democratic Republic of the Congo, Ethiopia, Iraq, Mali, Myanmar, State of Palestine, South Sudan, Sudan, Somalia, Ukraine, Yemen
- ❖ **Other programme countries**
 - Argentina, Guatemala, Honduras, Jordan, Pakistan, Peru
- ❖ **Global from donor countries**
 - Copenhagen, Geneva, New York

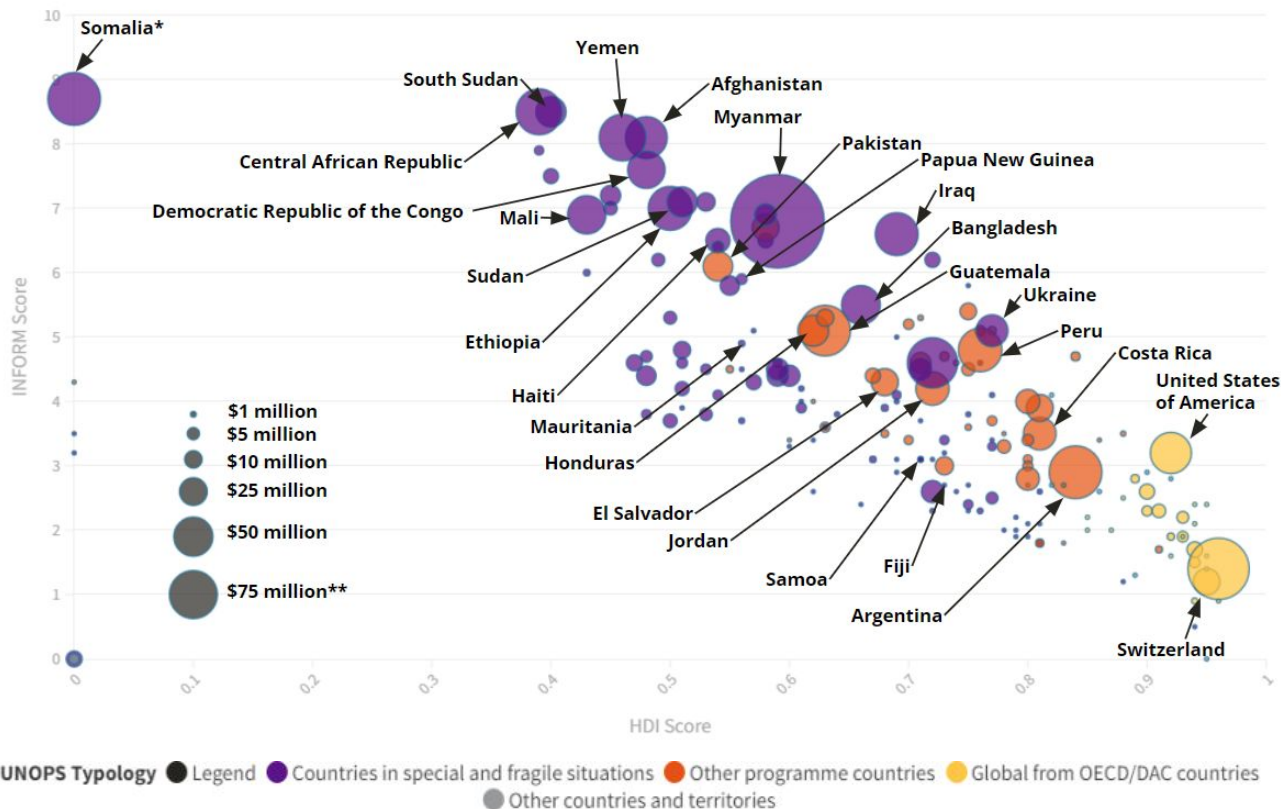
Expense by country type, 2014-2022 (\$ millions, excl. 'PharmaMex')



Where we work - presence in four types of countries, 2018-2021

- ❖ In 2018-2021, UNOPS was present in many countries
 - Countries in **special and fragile situations** accounted for about **70% of in-country activities**
- ❖ A country's position in the chart reflects:
 - degree of humanitarian risk (INFORM Score)
 - level of human development (HDI Score)

Presence in four types of countries, 2018-2021 (average annual expense \$ millions, excl. 'PharmaMex')

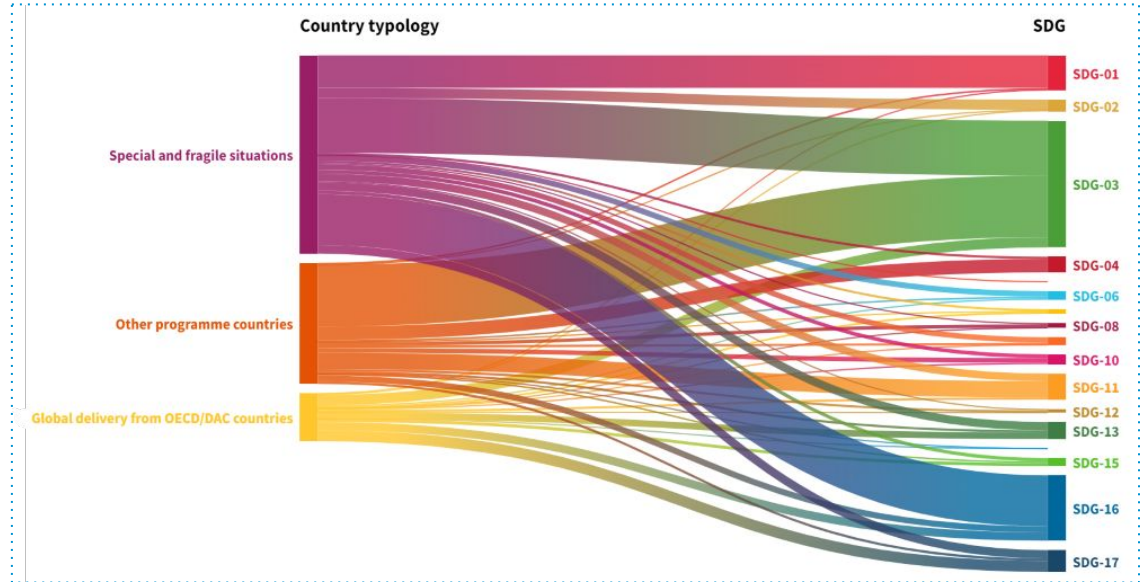


*A value of 0 means that there is no data in the index: ** Bubble size represents \$ average expenses 2018 - 2021

Where we contribute to which Goals

- ❖ In 2022, countries in special and fragile situations had particular demand for UNOPS capacity behind:
 - **Goal 3 'good health and well-being'**
 - **Goal 16 'peace, justice and strong institutions'**
- ❖ Other programme countries had particular demand for UNOPS capacity behind:
 - **Goal 3 'good health and well-being'**
 - **Goal 11 'sustainable cities and communities'**

Primary Goals and type of country, 2022 (excl. 'PharmaMex')



F. What we learned from external evaluation

Project case studies presented in 2023

Seven lessons learned from external evaluation

Lessons learned distilled from external thematic evaluation of UNOPS contributions to [Goal 3](#), [Goal 7](#) and [Goal 13](#) presented to the Executive Board in 2023:



1. **Linkage to outcomes and impacts.** UNOPS can further link its projects to development outcomes and impacts, based on a theory of change and grounded in the Goals.
2. **Different roles and collaboration.** UNOPS can play different roles depending on the development intervention and local context. At times, UNOPS may need to further clarify its collaborative advantage with the United Nations country team.
3. **Technical and local expertise.** The mix of technical and local expertise is key to successful implementation of projects and programmes.
4. **Sustainable implementation approaches.** UNOPS can reduce lost opportunities to increase contributions through further systematic application of sustainable implementation approaches.
5. **National capacity and post-handover funding.** Enduring positive impacts are more likely to be achieved when post-intervention funding and capacity development have been considered at the outset of the project.
6. **Incorporating lessons learned into future projects.** UNOPS could develop procedures to ensure that specific technical lessons learned inform similar projects in the future.
7. **Replicability and scalability of projects.** UNOPS should further explore the replicability and scalability of existing projects to add value for other interventions

Case study 1: RAI3E

Eliminating malaria within the Greater Mekong Subregion

UNOPS supports the Regional Artemisinin Resistance Initiatives (RAI), funded by the Global Fund to fight, malaria, AIDS and tuberculosis (GFATM).

The main focus of UNOPS support is on grants management under preselection, with additional elements of procurement of medical supplies.

Specifically, UNOPS is responsible for the timely transfer of funds to 40+ sub-grantees, and is accountable for their performance. UNOPS is not involved in the selection of sub-grantees.

UNOPS thus contributes to increasing the capacity of local government and non-governmental actors to expand the coverage of screening, treatment and preventive services to hard-to-reach populations.

[Read the full case study here.](#)



Learning

- ❖ Demonstrated capacity to operate across an entire region, implementing a coordinated approach to target, control and eventually eliminate malaria.
 - ❖ Successful combination of core fund disbursement services and simultaneous efforts to build capacity, while maintaining a humble posture with an emphasis on supporting local actors
 - ❖ Responsive due to strong technical expertise and country-level presence
-
- ❖ UNOPS approach to, and interpretation of, integrating gender equality could have been broadened, e.g. understanding the needs of men
 - ❖ Financial sustainability in support of the efforts remains a concern, in view of the eventual decrease of GFATM funding to the national government

Case study 2: Rural Renewable Energy Project (RREP)

Providing access to solar electricity for 97 rural communities

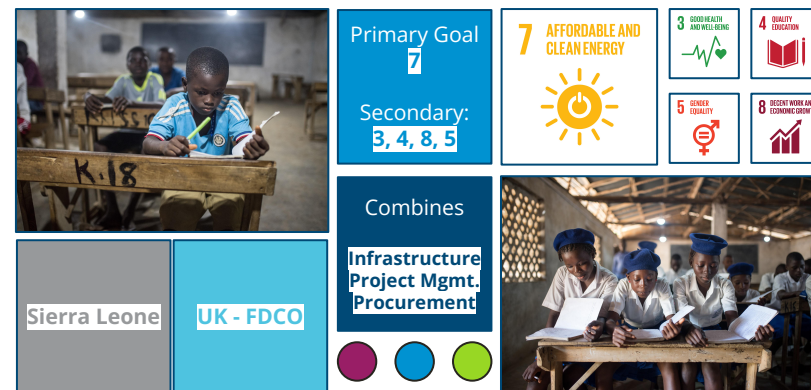
UNOPS implemented a mini-grid solar electricity solution across 14 of Sierra Leone's 16 Districts, targeting large rural towns which are regional focal points for economic and social life across the country.

UNOPS provided an integrated solution including work package design and costing; project financial management; oversight and coordination; procurement; and technical guidance. UNOPS collaborated closely with the government-appointed Project Implementation Unit.

The project articulated a Theory of Change, with a view to ensuring supply and demand beyond the project life cycle. M&E was part of the services provided by UNOPS.

UNOPS clearly contributed towards Sierra Leone's achievement of Goal 7. The long-term sustainability of RREP will depend on the private sector operators and the government of Sierra Leone.

[Read the full case study here.](#)



Learning

- ❖ A good understanding of government priorities and distribution of policy responsibilities, as well as agile adaptation of work packages in response to a shift in circumstances, are key to developing the right project.
 - ❖ A sufficiently resourced dedicated M&E function as part of the project, meant the team had good data on which to base adaptation and derive evidence of impact-level results.
- ❖ Unexpected behaviour by local communities, such as running unofficial connections or purchasing high-load appliances, is impacting the overall services provision to the communities.
 - ❖ A range of smaller issues, such as transmission lines failing, and delays in accessing escrow account for funding replacement components could impact the project's success if not addressed.

Case study 3: National Resilience Programme (NRP)

Strengthening government capacity for disaster risk management

In partnership with the Government of Bangladesh's Local Government Engineering Department (LGED), UNDP and United Nations Women, UNOPS worked to strengthen institutional capacity for designing and constructing risk-informed and gender-responsive infrastructure.

UNOPS worked closely with the LGED to establish an assessment management system, improve asset design standards, develop tools for reconstruction of assets, and disseminate knowledge and share best practices.

UNOPS contributed through its technical knowledge and experience in assets management and infrastructure, and facilitated a change process, led by LGED.

[Read the full case study here.](#)



Learning

- ❖ The project benefited from the right personnel being recruited, who combined technical knowledge, and the local context.
 - ❖ A sufficiently resourced dedicated M&E function, integrated into the project, meant the team had good data on which to base adaptation and derive evidence of impact-level results.
-
- ❖ UNOPS ability to monitor and understand its indirect contributions to countries' achievement of the Goals is dependent on a clear theory of change and an understanding of causal pathways.
 - ❖ Understanding existing country capacities is key to identifying suitable ways for UNOPS to contribute; in the case of Bangladesh, with a focus to advising and catalyzing/orchestrating, rather than implementing.

Case study 4: Emergency Covid-19 support

Strengthening government capacity for its Covid-19 response

In partnership with the Government of Kosovo's (UNSCR 1244/99) Ministry of Health, and with funding from the World Bank and the Council of Europe's Development Bank (CEB), UNOPS provided equipment and supplies, and upgraded medical facilities.

In two phases, UNOPS procured and delivered medical equipment and medical supplies, and conducted civil works to upgrade six regional medical facilities.

UNOPS support contributed directly to the governments Covid-19 response, thus supporting Goal 3, with likely further positive impacts for achieving Goals 1, 9, 11 and 17. These contributions are likely to persist beyond the immediate emergency response, enhancing preparedness for future emergencies.

[Read the full case study here.](#)



Learning

- ❖ The pandemic and the emergency it caused presented an opportunity for catalysing financing and promoting action to strengthen the health system, as funding used in the context of the immediate response strengthened the health system capacity beyond the duration of the pandemic.
- ❖ UNOPS role was to undertake procurement on behalf of the Ministry of Health, but did not include capacity development for the government. This could lead to continued dependency on external support by the government.

Case study 5: Rural electrification in Papua New Guinea

Laying pathways for localized renewable energy technology solutions

In partnership with the Government of Australia, the World Bank, and the government-owned utility PNG Power, UNOPS provided technical advice, project design and procurement support to facilitate the delivery of sustainable and renewable energy by the state-owned utility company to remote rural areas.

UNOPS is undertaking feasibility studies of electricity mini-grid solutions, under consideration of gender and inclusion aspects, as well as specific needs of local remote communities.

These feasibility studies can serve as the basis for construction work going forward, with designs tailored to demand and local circumstances.

UNOPS is also undertaking restoration and upgrade works on existing renewable energy infrastructure.

[Read the full case study here.](#)



Learning

- ❖ UNOPS ability to engage effectively in a local context has helped build confidence, and supports efforts to establish a concrete example of a solution for the complex challenge of ensuring renewable energy supply in remote areas.
 - ❖ UNOPS is seen to have the ability to recruit or contract the right people - whether personnel or suppliers - with the expertise and skills to deliver.
-
- ❖ UNOPS role in the countries is not necessarily understood by other United Nations organizations, undercutting opportunities for collaboration. This is being addressed with the support of the Resident Coordinator in PNG.
 - ❖ There is limited tracking and monitoring of how outputs contribute to outcomes, also because there is no demand from the partner for this.

Case study 6: Enhancing the resilience of Ghana's national infrastructure system

A roadmap for meeting Ghana's infrastructure adaptation needs

In partnership with Ghana's Ministry of Environment, Science, Technology and Innovation (MESTI), the Global Center for Adaptation, UNEP, and the Environmental Change Institute of the University of Oxford, UNOPS led the development of a roadmap for identifying and prioritizing Ghana's infrastructure needs.

UNOPS was responsible for project oversight, ensuring monitoring and compliance to standards, budget control, scheduling and project quality to meet financial requirements. It also led on the capacity development of MESTI using the Capacity Assessment Tool for Infrastructure (CAT-I) to assess the capacity of Ghana's enabling environment to plan, deliver, operate and maintain climate resilient infrastructure systems.

The roadmap has increased awareness among funding sources, and lead to projectized implementation of relevant actions under national ownership.

[Read the full case study here.](#)



Learning

- ❖ UNOPS was valued by partners as an enabler and a resource for technical expertise, building on a track record of delivering infrastructure projects, contributing to research, managing projects, and collaborating with stakeholders.
 - ❖ The approach of evidence-based planning was seen as useful and instilled confidence.
-
- ❖ High-level political ownership was identified as a key factor for the long-term success of such a systemic study to inform national decision-making, and help attract needed financing. Such ownership was not consistently established.
 - ❖ Due to the complexity of the methodology used, additional efforts for capacity development are needed.

III. The future portfolio underpinning the UNOPS mandate

- A. **What we will not do** - The boundaries we set to challenge status quo
- B. **What we expect to be doing, where, and why** - Estimate for 2024-2025
- C. **How we will enhance portfolio transparency** - Vision for portfolio transparency in 2024 and beyond

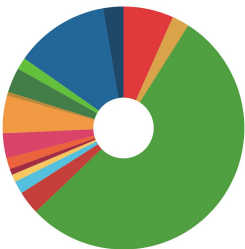
A. What we will not do

The boundaries we set to challenge
status quo

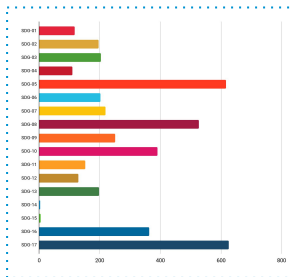
No development activities that do not contribute to the Goals

Strategic plan 2022-2025, restated:

“We will not support development activities that do not directly or indirectly contribute to the achievement of the Goals.” (para 108)



Primary Goals



Secondary Goals

In 2023, UNOPS introduced a practice of linking all its engagements to the Goals to which they directly or indirectly contribute.

All new UNOPS engagements will be associated with a '**primary Goal**' - the Goal for main impact. Most engagements will also be associated with one or more '**secondary Goals**' - the additional Goals it will impact.

In the coming years, UNOPS will further substantiate the link between the **outputs** that it typically is accountable for and the **outcomes and Goals** that it contributes to. It aims to achieve this by ensuring that **theories of change** exist for projects where UNOPS makes direct contributions to partners' objectives.

This should in turn enable us to **more systematically demonstrate** how our development activities contribute to countries' achievement of the Goals.

No GHG emissions if there are workable net-zero alternatives

Strategic plan 2022-2025, restated:

"We will not enable partner's greenhouse gas emissions if there are workable net-zero alternatives." (para 108)

"We will rally efforts across the organization to combat climate change:

(a) as a cross-cutting issue permeating everything we do; and

(b) to respond through projects focused on addressing mitigation, adaptation, and response to loss and damage." (para 88)

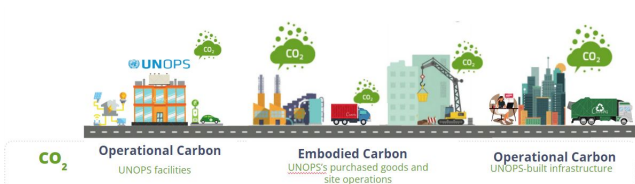
At COP28, UNOPS committed to reduce its corporate emissions by 45% by 2030, and to reach net zero before 2050.

As a project-based organization, by 2030 we will:

- Embark on scope 3 emission accounting and management, and present options for **carbon savings** to our partners in all relevant projects lifecycle
- Mainstream systematic **climate risk management** in all our medium and high risk infrastructure portfolio

At COP28 we hosted 25 events with partners and experts to explore the **practical solutions** needed to advance climate action.

In 2024, we will organize our internal efforts in a new **Climate Action Programme (CAP)**, which will guide our action up to 2030.



No impact investment with seed capital from reserves

Strategic plan 2022-2025, restated:

"We will not engage in impact investment using seed capital from the UNOPS reserves." (para 108)



All impact investing activities have been discontinued. There will be no future impact investments using UNOPS reserves

By the end of 2023, all S3i activities have been **operationally closed**.

The discontinued activities include the **office in Helsinki, 8 impact investments, and 3 innovation centres**.

To **exit S3i**, UNOPS has worked closely with the government of Finland. It has also provided **support to five countries**: Antigua and Barbuda, Ghana, India, Kenya and Pakistan.

Work led by the United Nations Office of Legal Affairs for **fund recovery will continue** in 2024-2025.

Further details are included in the UNOPS report on Implementation of the Comprehensive Response Plan presented for the first regular session in January 2024.

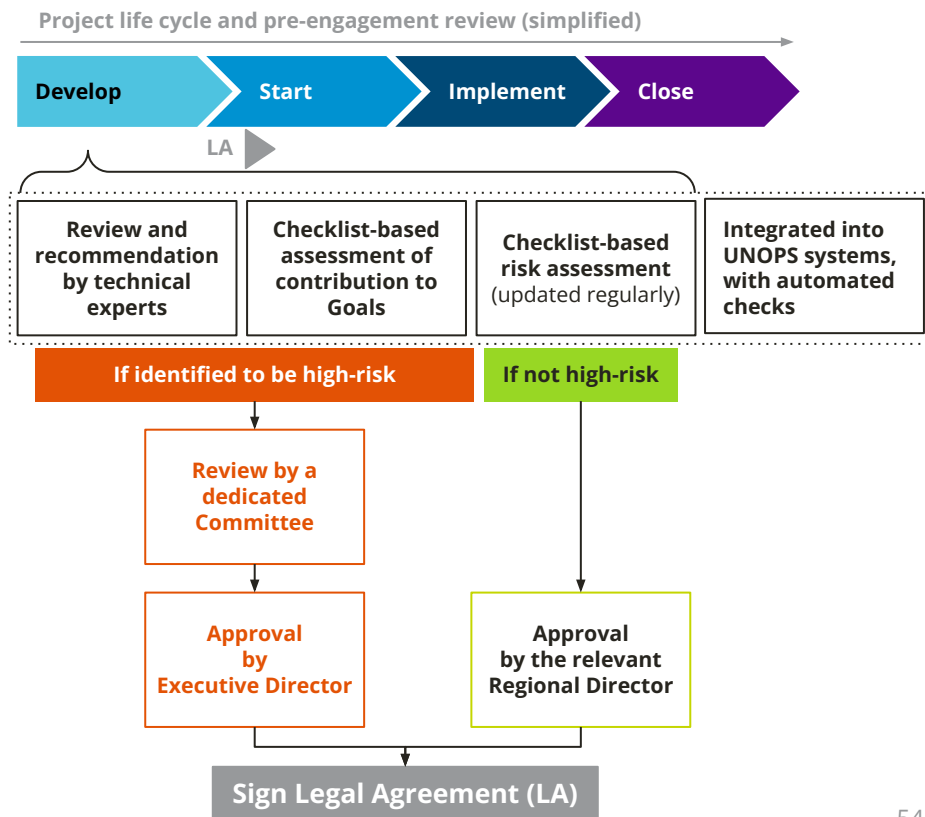
How the future portfolio composition is decided

The composition of the portfolio is **based on demand**. Therefore, at any point in time, UNOPS has a number of potential projects in various stages of development.

Decisions on the future portfolio follows a process regulated by the engagement acceptance policy.

This process shall ensure:

- Adherence to **United Nations values, principles and goals**;
- Service provision aligned with **mandate and strategy**;
- Response to **needs of partners and beneficiaries**;
- Compliance with UNOPS **financial policies and full cost recovery**;
- Assessment of **risks and escalated review** if a proposed project carries high risks;
- Planning for implementation of appropriate measures with **commitment to quality**.



B. What we expect to be doing, where, and why

Estimate for 2024-2025

Decision 2023/22:

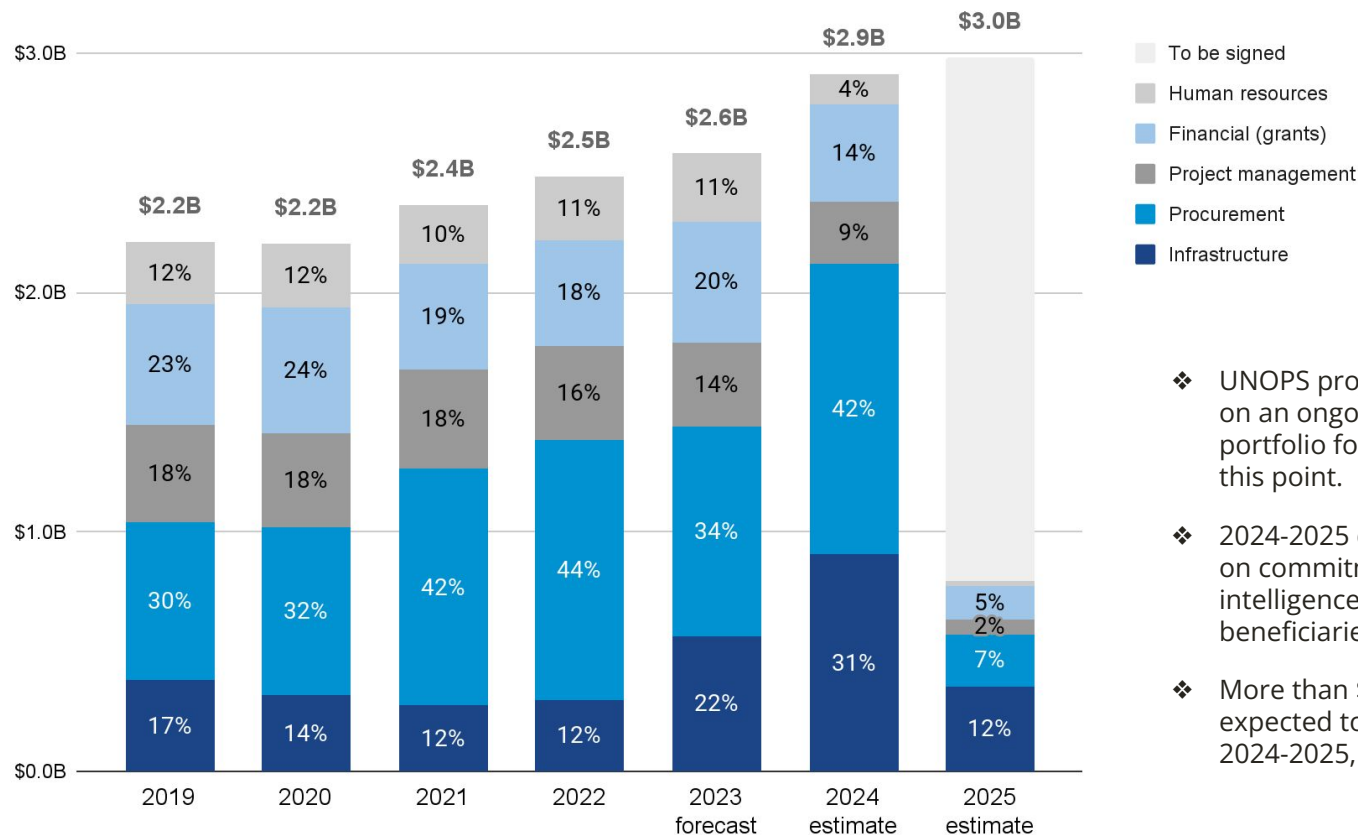
3. *Reiterates* the need for UNOPS to return to and remain within its original mandate of providing infrastructure, procurement and project management services, as stated in General Assembly resolution 65/176 of 20 December 2010;
4. *Notes* the estimated project expenses and requests UNOPS to provide, during briefing before the first regular session 2024, information on the project portfolio underlying the biennium budget estimates, 2024-2025 and its alignment to UNOPS original mandate and its restated Strategic Plan, 2022-2025, as per decision 2023/16, including detailing the nature of services provided;

UNOPS response

The portfolio is anchored in the UNOPS mandate for functional services set out in General Assembly resolution 65/176.

- This includes all of our projects, programmes and portfolios.
- In addition to infrastructure, procurement and project management, the General Assembly mandate includes financial management and human resources service.
- We consider these to be an integral part of project, programme and portfolio management, which includes management of funds and people.

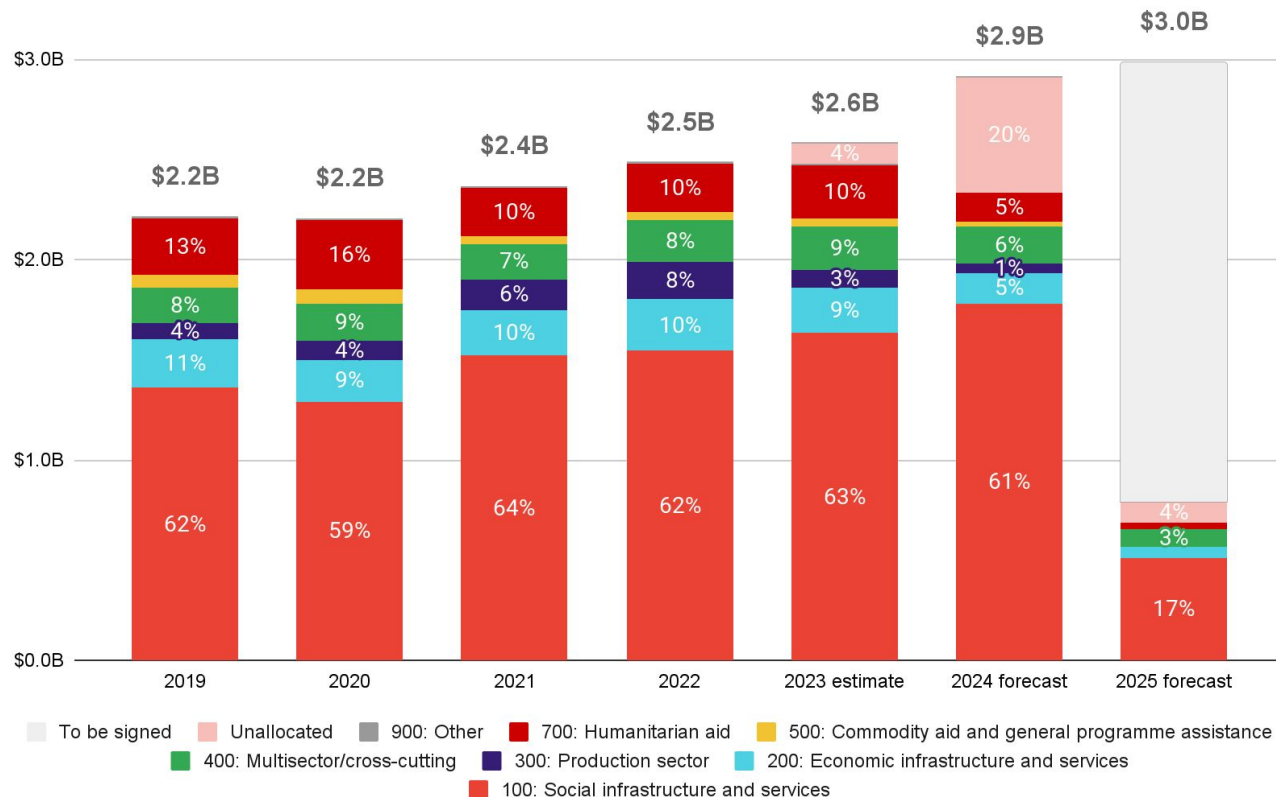
Functional services in the future portfolio, 2019-2025



- ❖ UNOPS projects are signed with partners on an ongoing basis, hence the full portfolio for 2024-2025 is not known at this point.
- ❖ 2024-2025 delivery estimates are based on commitments to partners, business intelligence, and ambitions toward beneficiaries.
- ❖ More than \$3bn in signed agreements, expected to be delivered during 2024-2025, are already on UNOPS books.

In \$ billions, excluding PharmaMex, based on project outputs, 2019-2022: actual project implementation, 2023: actuals + forecast, 2024-2025: signed agreements to be implemented. Excluding United Nations Web Buy Plus. Data as of 30 Nov 2023.

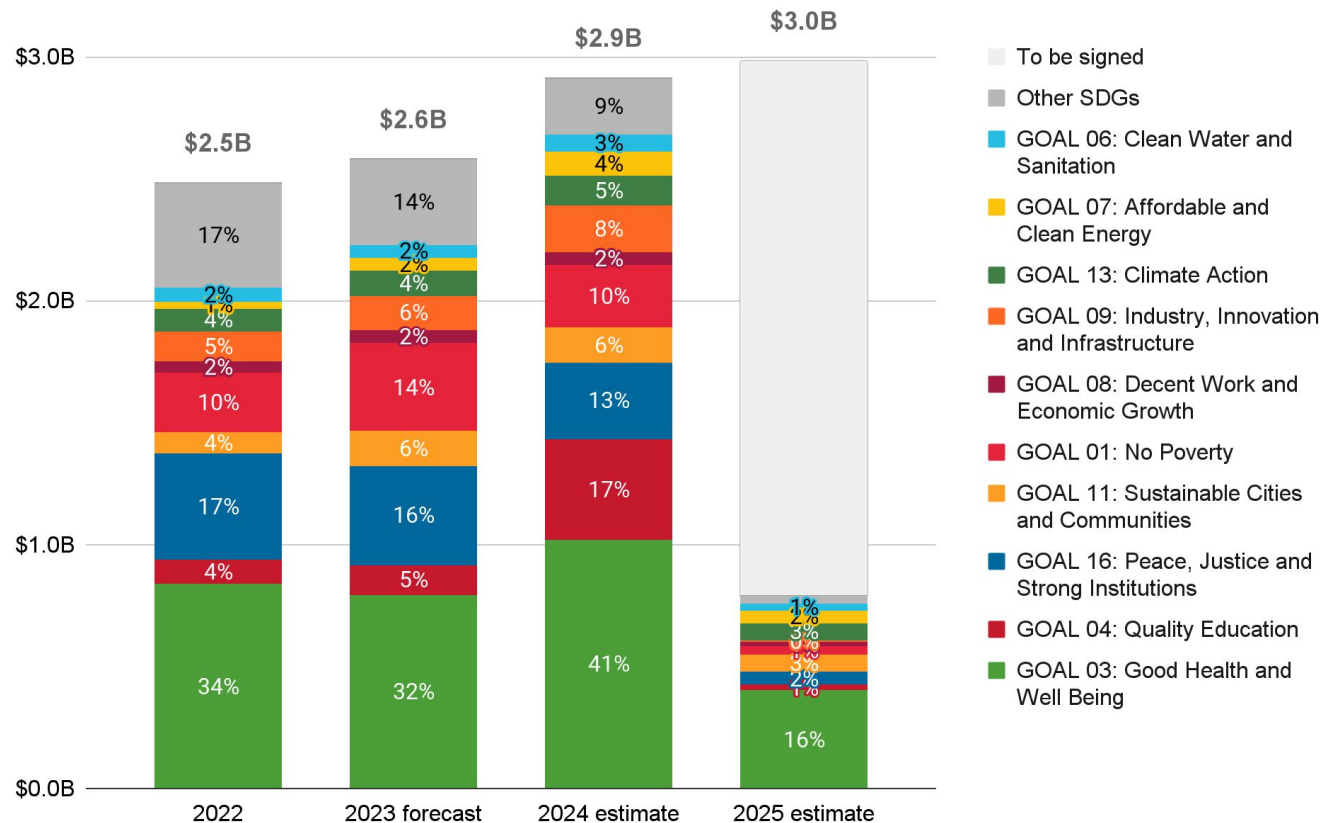
Development sectors of the future portfolio, 2019-2025



- ❖ *Social infrastructure and services* include sectors such as Education, Health and Population, Water and Sanitation
- ❖ *Economic infrastructure and services* include sectors such as Energy, Transportation and Communications
- ❖ *Multisector/cross-cutting* includes projects in several sectors, concentrating on the environment, gender projects, and urban and rural development

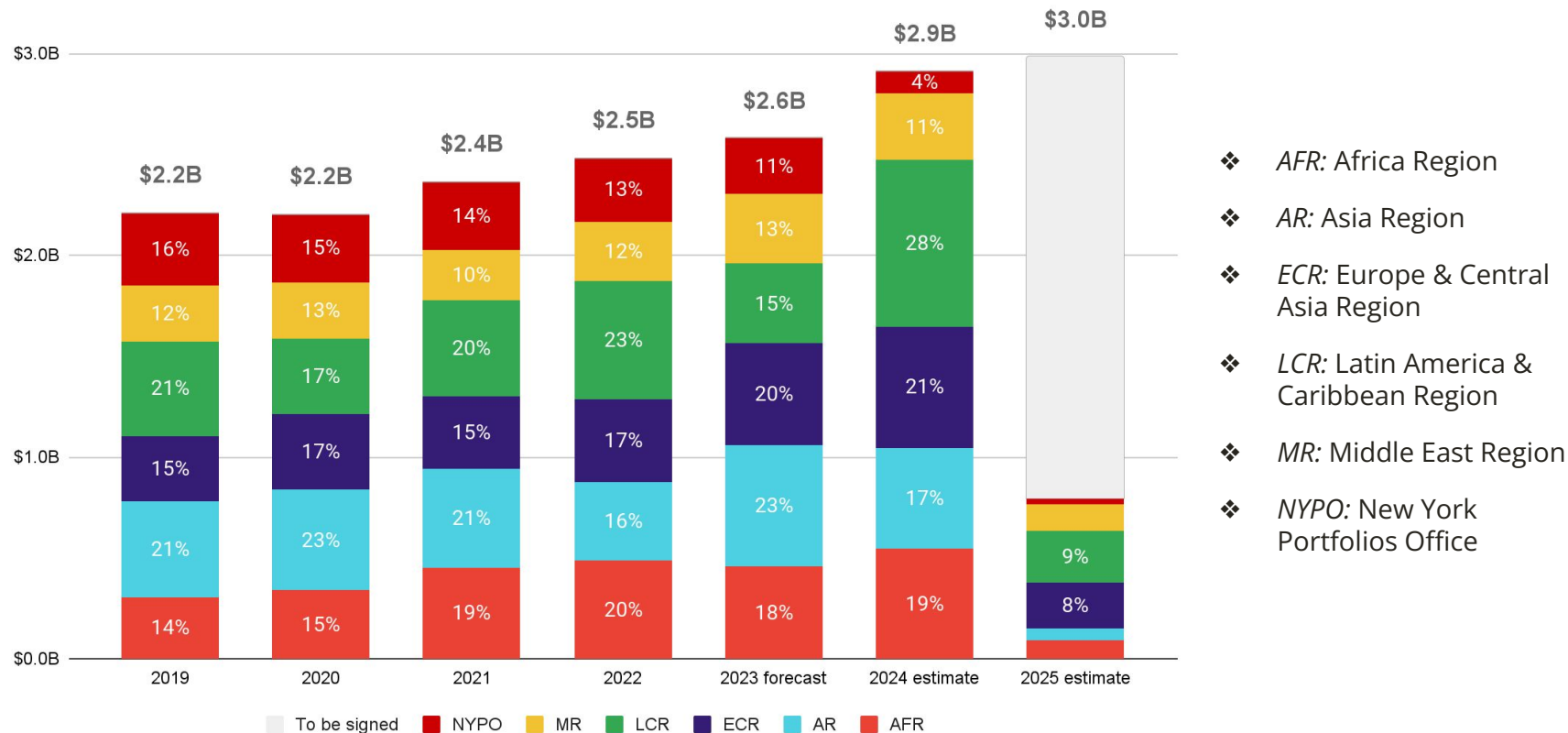
In \$ billions, excluding PharmaMex, 2019-2022: actual project implementation, 2023: actuals + forecast, 2024-2025: signed agreements to be implemented. Excluding United Nations Web Buy Plus. Data as of 30 Nov 2023.

Goals in primary focus for the future portfolio, 2022-2025



In \$ billions, excluding PharmaMex, 2022: actuals, 2023: actuals + forecast, 2024-2025: signed agreements to be implemented. Excluding United Nations Web Buy Plus. Data as of 30 Nov 2023.

UNOPS regional portfolios, 2019-2025



In \$ billions, excluding PharmaMex, 2019-2022: actual project implementation, 2023: actuals + forecast, 2024-2025: signed agreements to be implemented. Excluding United Nations Web Buy Plus. Data as of 30 Nov 2023.

C. How we will enhance portfolio transparency

Vision for 2024 and beyond

Increasing transparency through a “portfolio insights gateway”

“We will harness capacity to account for direct and indirect contributions, with respect for the partners who have asked us to expand their implementation capacity. For this we will increase transparency by supplementing the real-time publishing of development sector data with information on the Goals to which the projects we implement contribute.”

UNOPS restated strategic plan, 2022-2025 - para 107

In **2011** UNOPS joined the International Aid Transparency Initiative (IATI). Since then, we have published data on our projects through a dedicated online platform.

In **2023**, we made a commitment in the restated strategic plan, 2022-2025, to increase the transparency of the projects it implements.

The work to publish an interactive, life portfolio overview is underway. In a first step, representation of the Goals our projects contribute to was made available on unops.org.

In **2024**, our portfolio insights gateway will go live. We aim to improve it over time, in line with the needs of our partners and the maturity of our data.

The vision is that the new gateway gradually will be expanded to provide **real-time access to data and insights**, disaggregated by services, partners, Goals, operational contexts and other metadata, making the annual portfolio analysis obsolete.

