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
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.
“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.”

“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.”

“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.”

“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.”

“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.”

“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

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

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 advice 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 functions:

United Nations functions from 2018 to 2021
(total $11.05bn, excl. PharmaMex 2bn)

- Development: 73%
- Peace: 14%
- Humanitarian: 13%
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)

- Social infrastructure and services: 62%
- Economic infrastructure and services: 9%
- Production sector: 4%
- Multi-sector/cross-cutting: 8%
- Commodity aid and general programme assistance: 3%
- Humanitarian aid: 13%
- Other: 1%
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)

- Goal 1 No poverty 9%
- Goal 2 Zero hunger 7%
- Goal 3 Good health and well-being 34%
- Goal 4 Quality education 4%
- Goal 5 Gender equality 0%
- Goal 6 Clean water and sanitation 2%
- Goal 7 Affordable and clean energy 1%
- Goal 8 Decent work and economic growth 1%
- Goal 9 Industry, innovation and infrastructure 2%
- Goal 10 Reduced inequalities 4%
- Goal 11 Sustainable cities and communities 7%
- Goal 12 Responsible consumption and production 1%
- Goal 13 Climate action 4%
- Goal 14 Life below water 0%
- Goal 15 Life on land 2%
- Goal 16 Peace, justice and strong institutions 18%
- Goal 17 Partnerships for the goals 4%
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)

- Africa: 28%
- Americas: 20%
- Asia: 37%
- Europe: 2%
- Global: 11%
- Oceania: 1%
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
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 significal 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.
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.
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
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
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
- Planning
- Asset assessment and management
- 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.

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<thead>
<tr>
<th>Where</th>
<th>With whom</th>
<th>What</th>
<th>Why (primary/secondary)</th>
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<tbody>
<tr>
<td>The Gambia</td>
<td>AfDB, Government of the Gambia</td>
<td>UNOPS designed and led a hybrid planning model in support of the <a href="https://example.com">Greater Banjul Area 2040 Development Plan</a>.</td>
<td><img src="image1.png" alt="Image" /></td>
</tr>
<tr>
<td>Yemen</td>
<td>World Bank / IDA</td>
<td>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.</td>
<td><img src="image2.png" alt="Image" /></td>
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<tr>
<td>Nepal</td>
<td>World Vision</td>
<td>Following the 2015 earthquake, UNOPS designed and constructed three schools across two districts in Nepal, in collaboration with local authorities and using local capacity.</td>
<td><img src="image3.png" alt="Image" /></td>
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</tbody>
</table>
Procurement - partners and project examples

Key procurement services

- Purchase for impact
- Tender support
- Procurement agent
- Emergency procurement
- United Nations Web Buy Plus
- Systems design and strengthening

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.

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<tr>
<td>Guatemala</td>
<td>Guatemala Social Security Institute</td>
<td>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.</td>
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<tr>
<td>Ukraine</td>
<td>European Commission</td>
<td>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.</td>
<td></td>
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<tr>
<td>Global</td>
<td>UN, IFIs, NGOs, governments</td>
<td>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.</td>
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**Project management - partners and project examples**

### Key project management services

- Technical assessment and project design
- Get back on track
- Build capacity
- 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.**

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<tbody>
<tr>
<td>Ethiopia</td>
<td>United Nations Voluntary Trust Fund for Mine Action</td>
<td>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.</td>
<td><img src="image1.png" alt="Icon" /></td>
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<tr>
<td>Yemen</td>
<td>OCHA, New Zealand, UK, USA, Canada, Japan, Netherlands, Sweden, EC</td>
<td>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.</td>
<td><img src="image2.png" alt="Icon" /></td>
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<tr>
<td>Uruguay</td>
<td>Government of Uruguay</td>
<td>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.</td>
<td><img src="image3.png" alt="Icon" /></td>
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Financial management - partners and project examples

### 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.

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<tr>
<td>Myanmar</td>
<td>United Kingdom, EU, Switzerland, Australia, USA, Canada, New Zealand, Norway, Denmark</td>
<td>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.</td>
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<tr>
<td>Globally</td>
<td>Governments, UN, foundations</td>
<td>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.</td>
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<tr>
<td>South Sudan</td>
<td>World Bank</td>
<td>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.</td>
<td>-</td>
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<tr>
<td>Globally</td>
<td>Austria, France, Germany, Italy, Netherlands, Sweden, Switzerland, Gates Foundation</td>
<td>UNOPS administers the United Nations Water Trust Fund, which is an inter-agency trust fund.</td>
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## Key human resources services

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<td>Recruitment</td>
<td>Contract</td>
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<td>administration</td>
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## 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

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<th>What</th>
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<tr>
<td>Globally</td>
<td>UNHCR</td>
<td>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.</td>
<td>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.</td>
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<tr>
<td>Multiple</td>
<td>United Nations DPPA</td>
<td>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.</td>
<td></td>
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<tr>
<td>Globally</td>
<td>WHO</td>
<td>UNOPS helps the World Health Organization (WHO) in its global efforts by administering contracts for 1,200+ personnel across 16 countries.</td>
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D. Why we do what we do

Sectors we worked in and Goals we supported, 2014-2022,
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
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.
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.
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.
E. Where we operate

Contexts, regions and types of countries, 2014-2022
Where we contribute - development, humanitarian 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)**

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<thead>
<tr>
<th></th>
<th>Development</th>
<th>Humanitarian</th>
<th>Peace</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>69%</td>
<td>34%</td>
<td>23%</td>
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*Expense by United Nations function, 20214-2022 ($ millions, excl. 'PharmaMex')*
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
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
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)
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’
F. What we learned from external evaluation

Project case studies presented in 2023
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.
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.

**Case study 1: RAI3E**

_Eliminating malaria within the Greater Mekong Subregion_

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Read the full case study here.
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

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.
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
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)

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.

![Project life cycle and pre-engagement review (simplified)](image-url)
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.
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.

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.

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

UNOPS regional portfolios, 2019-2025

❖ AFR: Africa Region
❖ AR: Asia Region
❖ ECR: Europe & Central Asia Region
❖ LCR: Latin America & Caribbean Region
❖ MR: Middle East Region
❖ NYPO: New York Portfolios Office

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.