Operational Instruction Ref. OI.IPMG.2025.02
Construction Supervision

Headquarters, Copenhagen

07 Apr 2025

1. **Authority:**

1.1. This Operational Instruction (OI) is promulgated by the Director of the Infrastructure and Project Management Group (IPMG) under the Operational Directive (OD) on the Management of UNOPS Partners and Resulting Agreements, on the basis of a delegation of authority from the Executive Director.

2. **Purpose:**

2.1. The purpose of this OI is to provide mandatory instructions regarding Construction Supervision, as defined in this OI.

3. **Effective Date:**

3.1. This OI shall become effective **immediately**.

4. **Consequential changes:**

4.1. This OI shall abolish and supersede OI.IPS.2022.03: Construction Supervision. The purpose of this revision is to reflect the relevant changes related to the consolidation of the Integrated Practice Advice and Support unit into Policy Groups and the internal restructure of IPMG.

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1. Introduction

1.1. Appropriate Construction Supervision is essential for the successful implementation of all permanent and temporary Works. This Operational Instruction (OI) provides mandatory instructions for Construction Supervision of all Works implemented by, or on behalf of, UNOPS. These mandatory instructions reflect the minimum standard to be followed when carrying out Construction Supervision by, or on behalf of, UNOPS.

1.2. When carrying out Construction Supervision by, or on behalf of, UNOPS, personnel shall refer to this OI, the Construction Supervision: Guidelines, as well as other relevant policies, standards and guidance developed by UNOPS.

2. Definitions

2.1. For the purpose of this OI, the following terms shall have the meaning provided herein:

2.1.1. Construction Supervision: All activities related to the technical supervision of the construction, reconstruction, demolition, repair or renovation of infrastructure works.

2.1.2. Contracts for Works: The UNOPS suite of Contracts for Works 2022 edition.

2.1.3. Works: All activities associated with the construction, reconstruction, demolition, repair or renovation of infrastructure, including activities such as site preparation, excavation, erection, building, installation of equipment or materials, decoration and finishing, as well as services related to construction of works, such as design and Construction Supervision services, exploratory drilling, mapping, satellite photography, topographic surveying, seismic investigations and similar services.

2.1.4. Project Executive: The UNOPS role responsible for directing a project on behalf of the Engagement Authority, UNOPS, partners and beneficiaries (see the PMM).

2.1.5. Implementation Plan: The project plan that defines what is needed to deliver project outputs, including the resources, timing, quality and sustainability, as well as the baseline schedule, budget and scope against which progress is monitored and controlled. See the UNOPS Project Management Manual (PMM), Part I: Guidelines.

2.1.6. Contractor: A legal entity procured for the construction of works under a Construction Contract for Works. See the UNOPS Project Management Manual (PMM), Part I: Guidelines

2.1.7. Consultant: A legal entity procured to provide professional services, such as Construction Supervision services, under a Consultant Services Contract for Works.

2.1.8. Legal Agreement: In this OI, it means 'Engagement Agreement', which is defined as " an agreement whereby a funding source or client will provide funds to UNOPS to deliver specific services including grant support to or on behalf of a client through a project or a programme" (see the Operational
Directive (OD) on the Management of UNOPS Partners and Resulting Agreements).

2.1.9. HSSE Management Plan: The project Health & Safety and Social & Environmental Management Plans prepared to manage occupational health and safety and social and environmental issues in relation to the project Works.

3. Works Implementation Modalities

3.1. This section identifies the key UNOPS roles related to the implementation of Works. In each of the following implementation modalities, the Implementation Plan shall include the appropriate management mechanisms that clearly define the control, assurance and general oversight activities, roles and responsibilities (see the OI on Project Management and the PMM).

3.1.1. Direct Implementation: UNOPS is responsible for the implementation of the Works through a Legal Agreement between UNOPS and a partner(s). UNOPS assumes control of most or all aspects of the implementation of the Works, contracting only minor parts of such implementation, if any. In this case, the role of UNOPS is of direct oversight, assurance and control of the Works.

3.1.2. UNOPS as Employer and Employer's Representative: UNOPS is responsible for the implementation of the Works through a Legal Agreement between UNOPS and a partner(s). UNOPS procures a Contractor for part of the implementation by entering into a relevant contract(s). In this case, the role of UNOPS is of general oversight and assurance, while the Contractor is responsible for direct control of the Works.

3.1.3. UNOPS as Employer: UNOPS is responsible for the implementation of the Works through a Legal Agreement between UNOPS and a partner(s). UNOPS procures a Contractor and a Consultant for the majority of the implementation by entering into a relevant contract(s). In this case, the role of UNOPS is limited to that of general oversight. The Consultant, in the role of the Engineer or the Employer's Representative Assistant, is responsible for assurance of the Works. The Contractor is responsible for direct control of the Works.

3.1.4. UNOPS as Technical Assistance Consultant to Partners: UNOPS provides advisory services and/or technical assistance to a partner. In this case, the roles, responsibilities and liabilities of UNOPS vis-a-vis the partner and its contractors or consultants in relation to the implementation of the Works shall be clearly identified in the Legal Agreement. If the scope of UNOPS services is limited to advisory and/or technical assistance only, where UNOPS has no direct control and influence on the day-to-day Construction Supervision activities, this OI does not apply but the principles should be considered to provide effective advisory and/or technical assistance services.

4. Construction Supervision Principles

4.1. Clear definition of roles, responsibilities and liabilities

4.1.1. A UNOPS project manager shall be responsible to ensure that effective Construction Supervision is in place at all times during the implementation of the Works and that the roles, responsibilities and liabilities associated with the relevant implementation modality (see Section 3) are clearly defined in the applicable contracts and in the Implementation Plan.

4.2. Risk-based approach

4.2.1. Construction Supervision shall be delivered through a risk-based approach that supports the effective implementation of the Works and the management of the risks associated with such implementation.

4.2.2. A UNOPS project manager shall refer to the OI on Project Management, the PMM and related guidelines, as well as the Health & Safety and Social & Environmental (HSSE) management policies and requirements for all Construction Supervision activities.

4.3. Construction Supervision in accordance with the applicable contracts and delegation of authority

4.3.1. Construction Supervision shall be conducted in accordance with the applicable contracts, in particular, the Construction Contract for Works between the Employer and the Contractor, and the Consultant Services Contract for Works
between the Employer and the Construction Supervision Consultant.

4.3.2. Any decision by the Employer, the Employer's Representative and the Employer's Representative Assistant (or the Engineer in the case of the Construction Contract for Major Works) under the contract shall be made in accordance with UNOPS policies and is subject to the prior internal approval by the relevant UNOPS Delegation of Authority holder, as may be necessary.

4.4. Resources

4.4.1. Appropriate resources shall be allocated to meet the technical and logistical supervision needs of the project. The level of resources required shall be determined with regard to the nature and the complexity of the Works and shall be reflected in the relevant annexes to the Legal Agreement. The person or entity responsible for Construction Supervision shall have the appropriate logistical support to discharge their duties.

4.4.2. When remote Construction Supervision approaches are proposed for the implementation of Works, these approaches shall be defined in the Implementation Plan (Baseline) along with any risks and constraints and associated mitigation measures required to ensure effective Construction Supervision.

4.5. Communication and reporting requirements

4.5.1. Management mechanisms included within the Implementation Plan shall identify appropriate lines of communication. The person or entity responsible for Construction Supervision shall be provided with effective communication equipment and have the ability to report to the Employer as required.

4.5.2. Reporting requirements shall be defined and executed in accordance with the Implementation Plan, the reporting requirements in the relevant contract and UNOPS policies.

4.5.3. HSSE incidents shall be reported in accordance with the Executive Office Instruction (EOI) on Reporting and Management of Health & Safety and Social & Environmental Incidents.

4.6. Site related monitoring and evaluation

4.6.1. The person or entity responsible for Construction Supervision shall monitor and assess the implementation of the Works. In the case of any non-conformity, appropriate remedial actions shall be taken in accordance with the relevant
contract(s) and UNOPS policies, as well as the Implementation Plan and any associated sub-plans, including the HSSE Management Plan.

4.7. Records

4.7.1. The person or entity responsible for Construction Supervision shall ensure that an accurate daily record is kept for all Works and any activities carried out during the implementation of the Works.

4.7.2. Records shall include, but are not limited to, the following: mechanized equipment and labour levels; deliveries of materials and plant; weather conditions; working hours; trade related activities; quality management activities; photographs; HSSE activities; and any non-conforming issues.

4.7.3. Contemporary records shall also be kept, including records of any specific discussions, instructions, phone calls or written communications to or from key stakeholders.

4.7.4. All records shall be stored in the designated records repository in accordance with the OI on Document Retention and any specific requirements identified in the Legal Agreement(s).

4.8. Feedback and lessons learned

4.8.1. The person or entity responsible for Construction Supervision shall report to the Employer any examples of good practice or activities that may contribute to continuous improvements, at intervals prescribed within the applicable contract(s) and the Implementation Plan.

5. Exceptions

5.1. Exceptions to the application of the mandatory instructions under this OI shall be approved in writing by the Project Executive or the Engagement Authority and the Head of Portfolio Delivery Support, IPMG, and formally documented in the Implementation Plan. The IPMG Project Management and Infrastructure (PMI) team should be consulted for advice and support, if needed.

6. Authoritative Interpretation

6.1. The authoritative interpretation of this OI may be made by the Director of IPMG, or other personnel as authorized by the Director of IPMG, to provide clarification on the applicability or interpretation of the requirements stated herein.