



UNOPS Strategic Plan 2010 - 2013

Operational excellence for results that matter

Introduction

The success of UNOPS is measured by how it contributes to the results of its partners: UN organizations, international financial institutions, governments and non-governmental organizations.

Guided by a set of core values and principles, the Strategic Plan identifies high-level peacebuilding humanitarian and development goals to which UNOPS will contribute. UNOPS will focus where there are constraints in implementation capacity, filling capacity gaps and helping to build national capacity in its areas of expertise. It will do this through four management practices and five implementation support practices.

This new focus will enable UNOPS to better take advantage of opportunities and complement mandates and capacities of partners. It will also permit investment in the management policies, tools and people that are necessary to perform at world-class standards of quality, speed and cost-effectiveness.

What we have learnt: 2007-2009

The 2007-2009 business strategy focused on rebuilding financial viability through improved client satisfaction, the introduction of world-class business practices and performance, and enhanced workforce competence and motivation. Much has been achieved. UNOPS is now an active and more appreciated member of UN country teams. Financial viability has been proven for three consecutive years. There is greater accountability and transparency, and improved risk management, internal controls and oversight. Nonetheless, fundamental change takes time and requires investment, difficult for a fully self-financed organization that still has to cover liabilities from earlier periods.

Our values and principles

UNOPS values and principles are based on several sources, notably the UN Charter, the Millennium Declaration, and the Triennial Comprehensive Policy Review decision of the General Assembly. UNOPS commits to the following core values:

- 1. Accountability for results and the efficient use of resources:** Timely and thorough reporting of financial and operational results. Transparency, unsurpassed ethical standards and the maximum contribution to UN peacebuilding, humanitarian and development goals.
- 2. Respect of national ownership and capacity:** Serving governments directly or indirectly via work for the UN family, international financial institutions or non-governmental organizations.
- 3. Harmonization within the UN and beyond:** As a system partner, playing by shared rules and contributing to the whole.
- 4. Service to others:** Providing services, with no other agenda than to contribute expertise to implement agreed goals.

Our mission

UNOPS mission is to expand the capacity of the United Nations system and its partners to implement peacebuilding, humanitarian and development operations that matter for people in need.

Our vision

UNOPS vision is to always satisfy partners with management services that meet world-class standards of quality, speed and cost-effectiveness.

UNOPS business model

UNOPS is unique within the UN system as a fully self-financed provider of implementation services. This prompts efficiency and financial discipline. The not-for-profit status ensures that efficiency gains benefit partners.

To provide the greatest value, UNOPS should target areas within its mandate and core competences where UN operational capacities do not meet existing or planned demands, or where the UN would benefit from additional capacity through shared-service approaches.

In the spirit of UN system coherence, UNOPS must avoid any perception of mandate creep or overlap, and will never challenge any UN organization's role in political or policy fields. Partnerships between UN organizations with substantive mandates and UNOPS, with its implementation expertise, are the ideal. UNOPS must convince sister agencies and other partners of the comparative value of its services, the benefits of specialization and the economies of scale.

UNOPS acceptance of new projects will be dependent on how well these projects advance the goals of the UN and its partners, how aligned they are with UNOPS focus, on risks and on financial viability.

Focus on results that matter

During 2010-2013 UNOPS will manage for results contributing to four high-level goals:

- 1. Rebuilding peace and stability after conflict**
- 2. Early recovery of communities affected by natural disaster**
- 3. The ability of people to develop local economies and obtain social services**
- 4. Environmental sustainability and adaption to climate change**

Within each goal, UNOPS targets three cross-cutting objectives: gender equality and the empowerment of women, national capacity development, and environmental sustainability.

UNOPS management practices

The four management practices, all long-standing core competencies of UNOPS, are:

Project Management: This is the central practice geared to managing large and complex projects as well as critical project components where clients need to supplement their own capacity. Opportunities include time-sensitive projects in post-conflict environments, early recovery of communities affected by natural disasters and critical gaps in national capacity in low and middle-income countries.

Procurement: This practice underpins project management and provides stand alone services to clients. Demand should continue to rise with greater emphasis on transparency, accountability and value for money, as well as sustainable (green) procurement. Opportunities include both shared-services and services to governments facing capacity constraints. The focus will be on common user items, such as vehicles; election, security, health/medical equipment; and infrastructure-related goods and services. UNOPS management of the UN's procurement portal is an important shared-service.

Human Resources: This practice supports project management and provides stand alone services to clients. Opportunities to expand this service include rapid deployment of personnel – both staff and non-staff - in post-conflict and natural disaster situations.

Financial Management: Increased direct budgetary support and the pooling of donor funds has seen demand shift for this traditional core competence of UNOPS. Opportunities include: administration of multi-donor trust funds when not in competition with UNDP or specialized UN agencies; supervision and/or administration of donor grants or loans; and timely and transparent fund disbursements.

UNOPS implementation support practices

The five implementation support practices are focused on programmatic areas based on demand. They typically support implementation with partners in a leading policy role and government at central or local levels as owners. As these practices are demand driven they are subject to change, even replacement. At the starting point of the Strategic Plan they include:

Physical infrastructure: UNOPS expects to strengthen its lead agency role to encompass sustainable (green) infrastructure. Critical partnerships include the UN, international financial institutions and governments. Opportunities include participation as the UN's infrastructure expert in post-conflict/ post-disaster damage and needs assessment missions; the design and construction of infrastructure and related development of national capacity, and infrastructure and engineering works for UN Missions and UN compounds.

Public order and security: Based on partnerships with the UN Secretariat, UNDP, the World Bank and governments, the focus will be on implementation of public order and justice facilities, security sector reform, mine action and removal of unexploded ordinance.

Census and elections: Rooted in partnerships with UNDP/EAAD, UNDP and UNFPA, opportunities include procurement, logistics, personnel and infrastructure.

Environment: Partnering with UNDP, UNEP, GEF and others, opportunities include: implementation support to mitigation of climate change, environmental challenges in post-conflict and post-disaster situations, international waters and small-grants administration.

Health: Partnerships with GFATM, WHO, UNICEF, UNDP and governments offer increasing opportunities for procurement of pharmaceuticals and health-related equipment; constructing hospitals, clinics and laboratories; and fund supervision.

Building a stronger organization

A management results framework will help ensure that UNOPS is capable of contributing to its operational goals and concrete results on the ground. The framework sets out four areas under which management results are specified:

- **Partners:** Accountability and transparency; strong, long-term relationships as a preferred shared-service provider for UN organizations and international financial institutions; improved ability to support governments directly.
- **Business processes:** Strong management and implementation support practices.
- **People:** Improved recruitment, development and retention of personnel.
- **Finance:** Financial viability, and strong financial controls and governance.

Independent oversight and advice

Management oversight of the implementation of the Strategic Plan is supported by internal tools such as a Balanced Scorecard and target agreements with managers. In addition there will be independent oversight by the Executive Board, the UN Board of Auditors and the Fifth Committee of the General Assembly. Independent advice will come from several sources including the Strategy and Audit Advisory Committee and the Policy Advisory Committee.

(A full version of the Strategic Plan is available at: <http://www.unops.org/Strategic-Plan>)