The UNOPS Strategic Plan, 2014-2017
Informal with the Executive Board
January 2013
Content

- Global Priorities and Policy Framework
- Roadmap to the UNOPS Strategic Plan 2014-2017
- Focusing UNOPS Strategic Framework
- The Products and Services of UNOPS three Delivery Practices
- UNOPS Organizational Excellence Strategy
- Questions to the Executive Board
UNOPS is guided by evolving global priorities and policy framework

In preparation of the Mid-term Review of the Strategic Plan, 2010-2013, UNOPS engaged and followed closely developments in global priorities, including:

• 4th High Level Forum - Busan Partnership for Effective Development Cooperation
• Rio+20 - The future we want (A/CONF.216/L.1), including the Secretary-General responsibility matrix assigning specific implementation responsibilities to UNOPS and other agencies

In preparation of the Strategic Plan, 2014-2017, UNOPS engaged and followed closely developments in the UN policy framework:

• The General Assembly’s resolution on the Quadrennial Comprehensive Policy Review (A/RES/67/226), and the three reports of the Secretary-General

In the coming months we will further engage and follow closely the process of establishing the post-2015 Development Agenda:

• The report to the Secretary-General “Realizing the Future We Want for All” (UN System Task Team on the Post-2015 UN Development Agenda)
• The upcoming report of the Secretary-General’s High-level Panel on the post-2015 Development Agenda
“The future we want” –
Examples of responsibilities which will shape UNOPS strategy

• **According to respective mandate** to support developing countries to achieve **sustainable development and poverty eradication**, particularly least developed countries (para 68)

• **To support developing countries and, in particular least developed countries in capacity-building for developing resource-efficient and inclusive economies** (para 280)

• To **support SIDS** in keeping with the multiple ongoing and emerging challenges they face in achieving sustainable development (para 179)

• To support accelerated implementation of the Hyogo Framework for action 2005-2015, furthering **disaster risk reduction** in order to enhance the **resilience of cities and communities to disasters**, according to their own circumstances and capacities (para 186)

• To identify options for a facilitation mechanism that promotes the development, **transfer and dissemination of clean and environmentally sound technologies** (para 273)

• To help assist and promote efforts of developing countries, particularly least developed countries, to further **job creation** and develop sound, effective and efficient economic and social infrastructure and productive capacities for sustainable development and sustained, **inclusive and equitable economic growth** (para 149)

• To provide knowledge and best practices for **matching interested countries for application of policies on green economy** in the context of sustainable development and poverty eradication (para 66)

• To support the operationalization of the 10-year framework of programmes on **sustainable consumption and production** (para 226)

• To support development of models for best practices and facilitate action for integration of **sustainability reporting of companies** (para 47)

• To improve **management of facilities and operations**, by taking into account sustainable development practices (para 96)

• To provide **input to the work of the working groups** and established inter-agency technical support team and expert panels, as needed, drawing on relevant expert advice (para 249)
QCPR - Examples which will shape UNOPS Strategic Framework

- **On sustainable development:** “invites them [the programmes, funds and specialized agencies of the United Nations system and other relevant entities] to further enhance the mainstreaming of sustainable development into their respective mandates, programmes, strategies and decision-making processes in support of the efforts of all countries, in particular developing countries, in the achievement of sustainable development” (para 14)

- **On capacity building and implementation:** “adopt measures that ensure sustainability in capacity-building activities, and reiterates that the United Nations development system should use, to the fullest extent possible, and strengthen, national execution/implementation and available national expertise and technologies as the norm in the implementation of operational activities” (para 64)

- **On value-add to programme countries:** “Emphasizes that the operational activities of the United Nations system should be valued and assessed on the basis of their impact on the programme countries as contributions to enhance the capacity of those countries to pursue poverty eradication, sustained economic growth and sustainable development” (para 8)

- **On the role of the UN:** “Recognizes the important role and comparative advantage of the United Nations development system in supporting national efforts, accelerating progress on the Millennium Development Goals and other internationally agreed development goals, addressing all development challenges, including inequality, supporting the poor people in vulnerable situations and advancing the integration of the economic, social and environmental pillars of sustainable development” (para 10)

- **On coordination:** “Stresses the need for the United Nations system to work consistently across its entities, funds and programmes and specialized agencies by enhancing coordination within programme countries and by building strong linkages within programme countries and between national, regional and global levels” (para 21)

- **On accountability, transparency and results-based management:** “Affirms the importance of accountability, transparency and improved results-based management and further harmonized results-based reporting on the work of the United Nations funds, programmes and specialized agencies, and in nationally owned outcomes” (para 31)
Examples which will shape UNOPS products, services and delivery approaches

• On **infrastructure and reconstruction**: “integrate disaster risk reduction into their respective activities, including measures aimed at restoring and improving services and infrastructure as part of the early recovery and transition phase” and “continue to utilize and develop appropriate tools, with a view to planning and delivering humanitarian assistance in ways that are supportive of early recovery as well as of sustainable rehabilitation and reconstruction efforts” (para 108)

• On **procurement**: “encourages the United Nations development system to consider options for greater collaboration in procurement at the country, regional and global levels” and “to address the barriers to greater procurement cooperation and to fully exploit the potential for improved efficiency and effectiveness through increased collaboration, and to redirect efficiency savings, including from economies of scale, into programmes, and to make full use of the existing long-term agreements, develop new ones and implement the guidelines on common procurement at the country level” (para 156)

• On **simplification and optimization business practices and services**: “further pursue higher-quality, more effective and cost-efficient support services in all programme countries by reducing the duplication of functions, and administrative and transaction costs through the consolidation of support services at the country level, either by delegating common functions to a lead agency, establishing a common United Nations service centre or, where feasible, outsourcing support services without compromising quality of services” (para 152)

• On **partnerships**: “Reaffirms the central role of Governments in contributing to the work of the United Nations development system, while recognizing the importance of the United Nations development system increasing capacity to engage in results-oriented innovative national, regional and global partnerships, with diverse stakeholders, including international financial institutions, civil society, the private sector and foundations, end encourages the United nations development system to intensify its collaboration with these stakeholders” (para 20)
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The Executive Board’s decisions on UNOPS Mid-term Review established a clear direction and focus for UNOPS

Executive Board decision 2012/16, 28 June 2012
(Annual Session)

“Encourages UNOPS to further mainstream the national capacity development agenda in the competency areas where UNOPS has a mandate and a recognized comparative advantage, namely, project management, infrastructure and procurement, including through the use of local resources;”

Executive Board decision 2012/24, 10 September 2012
(2nd Regular Session)

“Endorses the midterm review of the strategic plan, 2010-2013, that highlights the enhanced focus of UNOPS, which seeks to maximize its comparative advantage and reduce overlap and duplication with the mandates of partner organizations;

Appreciates the increased emphasis on national capacity development and sustainable approaches to project management, procurement and infrastructure.”
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UNOPS results framework, 2010-2013: Contribution Goals, Management Goals and Cross-cutting Concerns

**Operational Results Framework**
Provides direction to the areas in which UNOPS contributes to the UN and its partners' impact and outcome

**Contribution Goals**
- Rebuilding peace and stability after conflict
- Ability of people to develop local economies and obtain social services
- Early recovery of communities affected by natural disasters
- Environmental sustainability and adaptation to climate change

**Cross-cutting Concerns**
- Gender equality and the empowerment of women
- National capacity development
- Environmental sustainability

**Management Goals**
- Recognized Value
- Process Excellence
- Financial Sustainability
- People Excellence

**Management Results Framework**
Provides direction to how the organization ensures its sustainability and operational capacity, in order to continue its contributions to the UN and its partners

**Cross-cutting Concerns**
What we consider to contribute in a socially responsible and sustainable manner
UNOPS proposed framework, 2014-2017: Sustainable Contribution Goals, Management Goals and Sustainability Dimensions

**Operational Results Framework**
Provides direction to what UNOPS delivers as contributions to sustainable outcomes

**Sustainability Dimensions**
Provides direction to the areas where UNOPS in fulfilment of its mission contributes to partners’ sustainable outcomes

**Management Results Framework**
Provides direction to how the organization ensures its sustainability and operational capacity and quality, in order to continue its contributions to the UN and its partners
Mission

To serve people in need by expanding the capacity of partners to manage projects, infrastructure and public procurement in a sustainable and efficient manner

Sustainable Contribution Goals

- **Sustainable Infrastructure**: To contribute to countries’ capacities to design, construct and maintain infrastructure, integrating and balancing social, environmental and economic dimensions
- **Sustainable Project Management**: To contribute to countries’ capacities to design and implement projects, integrating and balancing social, environmental and economic dimensions
- **Sustainable Procurement**: To contribute to countries’ capacities to manage public procurement transparently and efficiently, while integrating and balancing the social, economic and environmental dimensions of their supply chains

Sustainability Dimensions

- **Social Sustainability**: Improving social justice and inclusion, with a particular focus on gender equality
- **Environmental Sustainability**: Protecting the environment through sustainable resource use and energy efficiency while mitigating any environmental damage
- **Economic Sustainability**: Improving livelihoods while promoting equitable growth
- **National Capacity**: Developing the capacity of people and governments in our core mandated areas, by offering advice, build skills, and foster exchange of experience and expertise, including through south-south cooperation
UNOPS reporting outputs contributed through its three Delivery Practices

**UNOPS organizational effectiveness**

- **Management Goals**
  - Recognized Value
  - Process Excellence
  - Financial Sustainability
  - People Excellence

**UNOPS delivery of outputs (products and services)**

**UNOPS contributions to sustainable outcomes**

- Country/Partner owned outcomes
  - UNDAFs
  - UN progs.

**Development Objectives**

- MDGs
- SDGs

**Infrastructure**

**Project Management**

**Procurement**
UNOPS reporting on contributions to sustainable outcomes

UNOPS in the development results chain

UNOPS organizational effectiveness

UNOPS delivery of outputs (products and services)

UNOPS contributions to sustainable outcomes

Country/Partner owned outcomes

Development objectives

UNOPS design, delivery and reporting on projects

Value chain management

Design and Engagement acceptance: Screening against sustainability dimensions

Delivery: Managing for results against sustainability dimensions

Partner reporting: Performance against sustainability dimensions

Management Goals

- Recognized Value
- Process Excellence
- Financial Sustainability
- People Excellence

- UNDAFs
- UN progs.
- MDGs
- SDGs
Reporting example: Five schools delivered

**UNOPS organizational effectiveness**

**UNOPS delivery of outputs (products and services)**

**UNOPS contributions to sustainable outcomes**

### Management Goals

<table>
<thead>
<tr>
<th>Recognized Value</th>
<th>Process Excellence</th>
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<tbody>
<tr>
<td>Financial Sustainability</td>
<td>People Excellence</td>
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</table>

### How UNOPS delivers: Sustainable approaches (sample indicators)

**Environmental Sustainability**
- Materials sourced from certified vendors
- Minimal waste during construction
- Environmental impact assessment

**Social Sustainability**
- Stakeholders: identified, consulted, participated
- Share of personnel employed female
- Health and safety awareness
- Best practice construction techniques

**Economic Sustainability**
- Personnel recruited locally
- Decent working conditions

### What UNOPS delivers: Contributions to sustainable outcomes (sample indicators)

**Environmental Sustainability**
- Waste water system installed, contributing to reduced pollution of water
- Energy efficient design, contributing to reduced CO2

**Social Sustainability**
- Schools built with capacity for 500 students, including specific design elements for female students
- Building design resilient to climate change

**Economic Sustainability**
- Employment opportunity created for teachers, admin- and maintenance staff
- Awareness and capacity for sustainable design and maintenance of schools
- Strengthened capacity of local suppliers to engage in accordance with international tendering and contracting standards

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**Five schools delivered**

- National capacity

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**Infrastructure**
**Project Management**
**Procurement**

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Sustainability Screening Tool

Regular Assessments
- Against standard indicators (e.g. GRI)
- During design, engagement acceptance, delivery and partner reporting
- Sustainability dimensions reflected in UNOPS Project Success Criteria

Build on recognized standards
- Management and monitoring (e.g. ASPIRE, LEEDS, ISO14001, etc...)

Identify Opportunities
- Ensure minimum standards
- Aim at higher levels in sustainability dimensions and capacity development

- Review of existing standards and tools
- Develop UNOPS screening tool
- Test UNOPS screening tool on project sample
- Training of practitioners
- Launch for full implementation

Q1  Q2  Q3  Q4

2013

National Capacity

Economic Score: 20

Environmental Score: 80

Social Score: 60

Environmental

Economic

Social

National Capacity

Environmental

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National Capacity

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The Products and Services focus of UNOPS three Delivery Practices

**Sustainable infrastructure**
- Transport
- Public Buildings
- Community Infrastructure
- Risk Reduction and Recovery

**Sustainable procurement**
- Construction Procurement
- Health Procurement
- Procurement of common user products and services for the UN and other partners

**Sustainable project management**
- Programme and Project Management
- Portfolio, Programme and Project Support
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Transport</th>
<th>Public Buildings</th>
<th>Community Infrastructure</th>
<th>Risk Reduction &amp; Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Type</td>
<td>Transactional Services</td>
<td>Planning, design, and construction management</td>
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<td>Implementation Services</td>
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<td>Advisory Services</td>
<td>Planning, design, and construction management</td>
<td>Planning, design, and construction management</td>
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<td>Development of technical specifications</td>
<td>Development of building codes</td>
<td>Development of design standards</td>
<td>Development of Disaster Risk Reduction building guidelines</td>
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<td>Technical assistance to Roads Authorities / Transport ministries / local &amp; regional government</td>
<td>Technical assistance to Public Works Department / Ministries / local &amp; regional government</td>
<td>Technical assistance to various Ministries / local &amp; regional government</td>
<td>Technical Assistance to appropriate ministries / local &amp; regional government</td>
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<td>Organizational design and strengthening of the above</td>
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<td>Roads maintenance planning, processes, management tools and training</td>
<td>Operation and maintenance planning, management tools and training</td>
<td>Operation and maintenance planning, management tools and training</td>
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<td>Training and professional development</td>
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<td>Generation of new project financing for priority activities e.g. through direct investment &amp; loans</td>
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<td>Advice on sustainable financing &amp; delivery of projects through public private partnerships</td>
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</table>

Transactional Services are provided through procurement and project mgt. Support.

Risk Reduction
- Risk & vulnerability assessments
- Disaster risk reduction & climate change adaptation strategies
- Early warning & disaster mgt. plans
- Retrofitting critical infrastructure

Recovery
- Debris removal & management
- Structural damage assessments
- Rehabilitation of infrastructure
- Land use planning & resettlement
- Watershed management
- Transitional shelter
- Reconstruction
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Construction Procurement</th>
<th>Health Procurement</th>
<th>Procurement of common user products &amp; Services for the UN and other partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Type</strong></td>
<td><strong>Sustainability</strong></td>
<td><strong>Health</strong></td>
<td><strong>Procurement</strong></td>
</tr>
</tbody>
</table>
| **Transactional Services** | • Sustainably sourced materials  
  • Energy-saving Products  
  • Specialized construction materials | • Vaccines & Pharmaceuticals (selected items)  
  • Medical Equipment, Devices and Supplies (selected items) | • Vehicles  
  • Protection equipment (flak jackets, helmets)  
  • Carbon Emission Reduction Certificates  
  • Shared services for commonly used goods  
  • Sustainable energy products |
| **Implementation Services** | • Contractors, engineering and construction companies  
  • Construction equipment and material  
  • Advancing sustainable practices by including sustainability considerations such as use of labour-based approaches, on the job training, social inclusion, and health and safety standards  
  • Preparation / review of solicitation documents | • Vaccines & Pharmaceuticals  
  • Medical equipment, Devices and Supplies  
  • Supply Chain services, e.g. shipping, insurance and customs clearance including cold chain and handling of hazardous material  
  • Inventory management  
  • Preparation / review of solicitation documents  
  • Advancing sustainable procurement practices | • Supply Chain services, e.g. shipping, insurance and customs clearance  
  • Inventory management  
  • Sustainability quick wins for projects i.e. office set-up and carbon offsets  
  • Preparation / review of technical specification documents  
  • Preparation / review of solicitation documents  
  • Advancing sustainable procurement practices |
| **Advisory Services** | • Assessment of procurement capabilities and efficiency  
  • Sustainable procurement assessment  
  • Sustainable procurement practices  
  • Solicitation processes and standard bidding and contract documents  
  • Technical assistance to procurement functions  
  • Training and qualification of procurement practitioners (CIPS)  
  • Certification of procurement practices (CIPS)  
  • Supplier engagement for sustainability | • Assessment of procurement capabilities and efficiency  
  • Sustainable procurement assessment  
  • Sustainable procurement practices  
  • Procurement and inventory consolidation  
  • Technical assistance to procurement and supply chain functions  
  • Training and qualification of procurement practitioners (CIPS)  
  • Certification of procurement practices (CIPS)  
  • Supplier engagement for sustainability | • Assessment of procurement capabilities and efficiency  
  • Procurement and order process optimization  
  • Technical assistance to procurement  
  • Training and qualification of procurement practitioners (CIPS)  
  • Certification of procurement practices (CIPS)  
  • Supplier engagement for sustainability |
UNOPS programme and project management methodologies are used to deliver products and services across all delivery practices. In addition, UNOPS provides the project management services outlined in the table below.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Programme and Project Management</th>
<th>Portfolio, Programme and Project Support</th>
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</thead>
<tbody>
<tr>
<td><strong>Service Type</strong></td>
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<tr>
<td><strong>Transactional Services</strong></td>
<td>Computer Based Training (CBT)</td>
<td>Delivery of components</td>
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<td></td>
<td>• Free value add service transferring project management skills to UNOPS partners</td>
<td>• Personnel Support Services,</td>
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<td>• Administration of Individual Contractor agreements on behalf of partners</td>
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<td>• Financial Support Services</td>
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<td></td>
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<td>• Funds administration on behalf of partners</td>
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<td></td>
<td></td>
<td>• Payment administration for Individual Contractors</td>
</tr>
<tr>
<td><strong>Implementation Services</strong></td>
<td>Provided through UNOPS projects</td>
<td>Operate Project Management Office</td>
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<tr>
<td></td>
<td>• See infrastructure Implementation Services and Procurement Implementation Service for details</td>
<td>• Provision of the full-range project support services to Partners including:</td>
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<tr>
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<td>• Strategic support and guidance</td>
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<td>• Implementation support</td>
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<td></td>
<td>• Keeper of best practices</td>
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<td></td>
<td></td>
<td>• Project support services (HR, Procurement, Finance)</td>
</tr>
<tr>
<td><strong>Advisory Services</strong></td>
<td>• Maturity assessment</td>
<td>• Advice on setup and management of Project Management Office</td>
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<td>• Programme and Project Planning</td>
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<td>• Advice on Project Management (Prince2 and PMI)</td>
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In 2014-2017 UNOPS will continue driving management results through its balanced scorecard and associated key performance indicators established through UNOPS biennial results based budget.

In addition, UNOPS will utilize the “UNOPS Organizational Excellence Model” to further deepen its organizational maturity and focus on quality.
The UNOPS Quality and Business Excellence Journey

Getting the basics right

- Financial viability
- Accountability & transparency
- Organizational structure
- Business practices
- Partnerships
- Talent

Process & Project Quality

- Practice & Quality Management System
  - Process orientation
  - Project Management focus
  - ISO 9001 Quality / 14001 Environment
  - Certification of UNOPS personnel, e.g. Prince2, CIPS

UNOPS Excellence Model

- Business Excellence assessment (external)
- Process Management Framework
- Process improvement & maturity tools / teams
- Senior Managers trained in UNOPS Excellence Model

Timeline:
- 2007
- 2009
- 2013
- 2014 - 17
UNOPS Excellence Model builds on the EFQM excellence model

UNOPS Excellence Model
- Adding value for partners
- Creating a sustainable future
- Developing organizational capability
- Harnessing creativity and innovation
- Leading with vision, inspiration and integrity
- Managing with agility
- Succeeding through the talent of people
- Sustaining outstanding results

Multilateral Organisation Performance Assessment Network (MOPAN)
- Relationship Management
- Strategic Direction / Thematic priorities
- Operational Management
- Focus on Results & Knowledge Mgt.
  - Evaluating results
  - Reporting results
  - Disseminating lessons
Provides a holistic view that enables UNOPS to:

- Assess progress on the path to excellence
- Understand key strengths and potential gaps
- Use a common vocabulary resulting in effective communication
- Integrate existing and planned initiatives
- Structure its management systems

**June 2012**: First Excellence Model (internal) assessment – input into Strategic Plan

**April 2013**: External assessment – baseline benchmarking

**August 2013**: Senior Management Team Excellence Model Training

**2014 – 2017**: External Recognition & continued benchmarking
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Questions to the Executive Board

- Are there additional priorities of Member States which should guide the focus of UNOPS strategic plan?

- Does the proposed strategic framework, including sustainability dimensions, appropriately reflect the Executive Board’s expectations of UNOPS in the planning period?

- Does the proposed approach to reporting on sustainable contributions correspond to the EB expectations?

- Are there specific products and services UNOPS should further develop or innovate?

- Are there additional approaches or initiatives UNOPS should consider to further drive organizational excellence?