



Meeting the Challenge Together

Implementing Projects in Complex Environments

Agenda

PROCUREMENT
UPDATE

GLOBAL CONTRACT
MANAGEMENT

OPERATING IN
COMPLEX
ENVIRONMENTS

Q & A

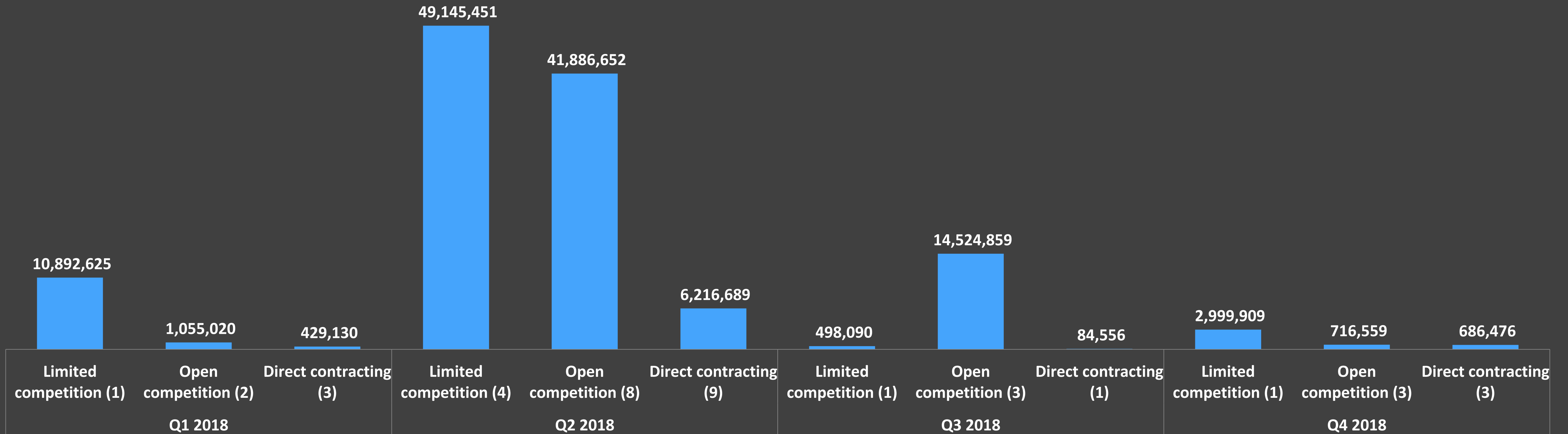


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Procurement Update

75% OF TENDERS WERE AWARDED IN Q2



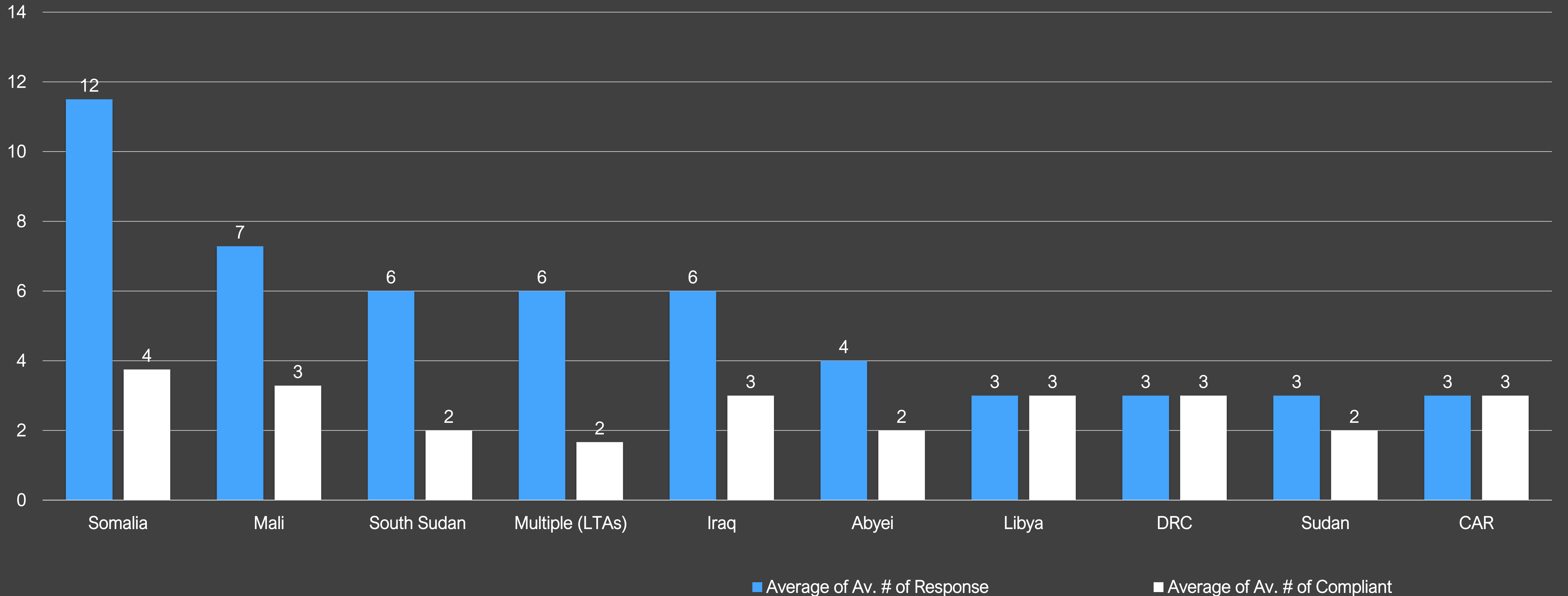
\$ 12,376,775

\$ 97,248,792

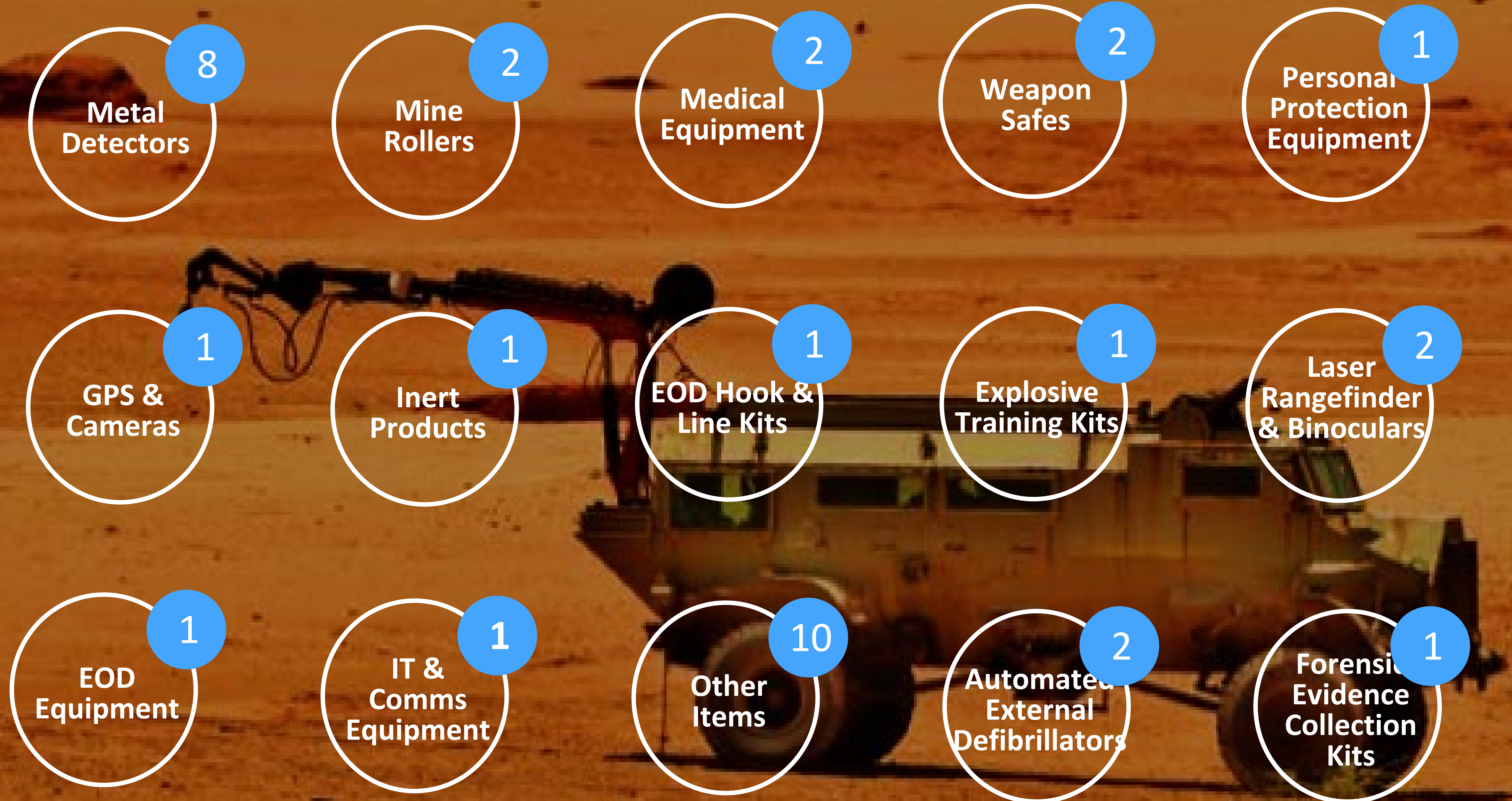
\$ 15,107,505

\$ 4,402,944

COMPARED TO 2017, RESPONSE RATES WERE HIGHER IN 2018 AND ~50% OF BIDS WERE FOUND TO BE TECHNICALLY COMPLIANT



Established LTAs & BPAs



Part 1: 2018 TRENDS & OBSERVATIONS

Solicitation

- Solicitation period has increased from an average of 24 Days in 2017 to 33 Days in 2018 (RFPs: 28 to 40 days)
- Higher bid response, particularly on the bigger Programmes (Mali, Somalia, South Sudan)
- Alternative offers allowed

Lot Approach

- Used more frequently as a means of addressing uncertainties
- Increased flexibility for both UNOPS and vendors
- Promoted competition by breaking down requirements into smaller components



Oral Presentations

- Allows evaluation panel to have a increased understanding of the proposal
- Useful for RFPs where the requirements are complex

Impact of Technical Scoring

- 89% of the time, contracts were awarded to the bidder with the highest technical or second highest technical score

Challenges

BUDGET CONSTRAINTS

- RFP for training and mentoring; Somalia was cancelled, re-issued and de-scoped
- ITB for EOD equipment; Mali was cancelled, re-issued in various lots based on priorities

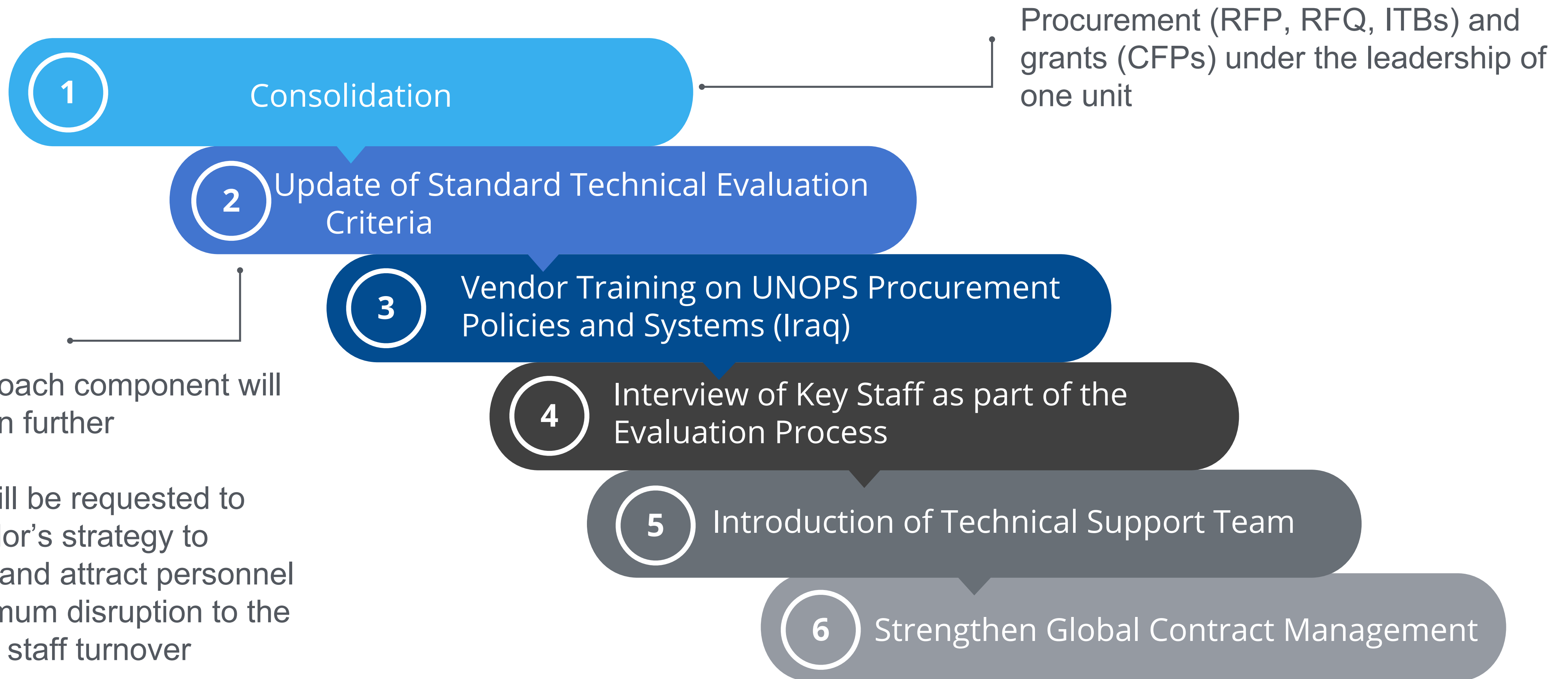
NEW TYPE OF THREAT

- Challenges in defining requirements for urban clearance
- Difficulty in getting personnel with the right qualifications
- Need to adapt/shift from traditional mine clearance to urban clearance & IEDD

UNCERTAINTY IN FUNDING

- Challenges in confirming funding from multiple donors
- To meet the need to be on the ground ASAP, RFPs are issued based on assumptions on projected funding

Recent Initiatives



- Technical approach component will be broken down further
- Staffing plan will be requested to assess the vendor's strategy to replace, retain and attract personnel to ensure minimum disruption to the contract due to staff turnover

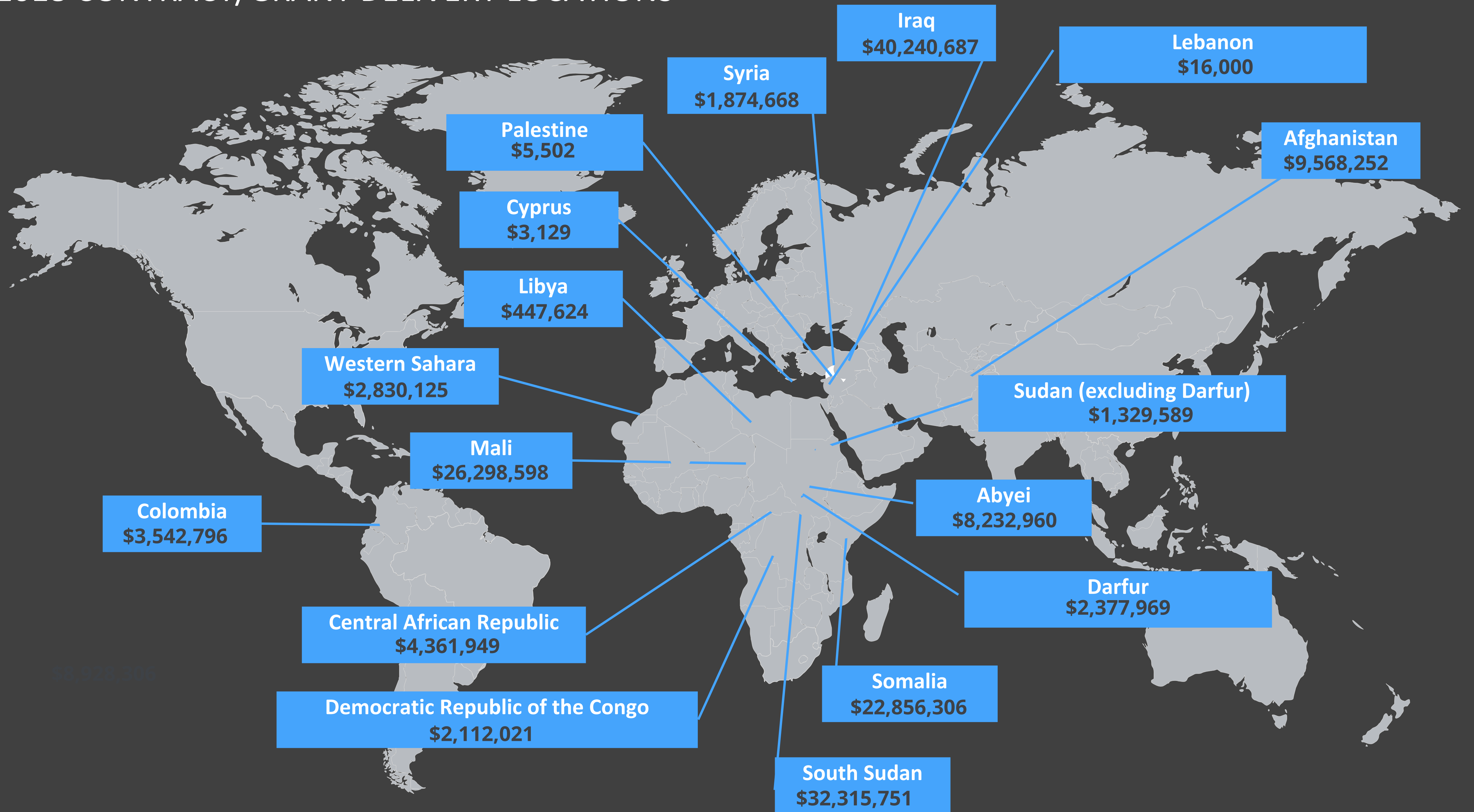


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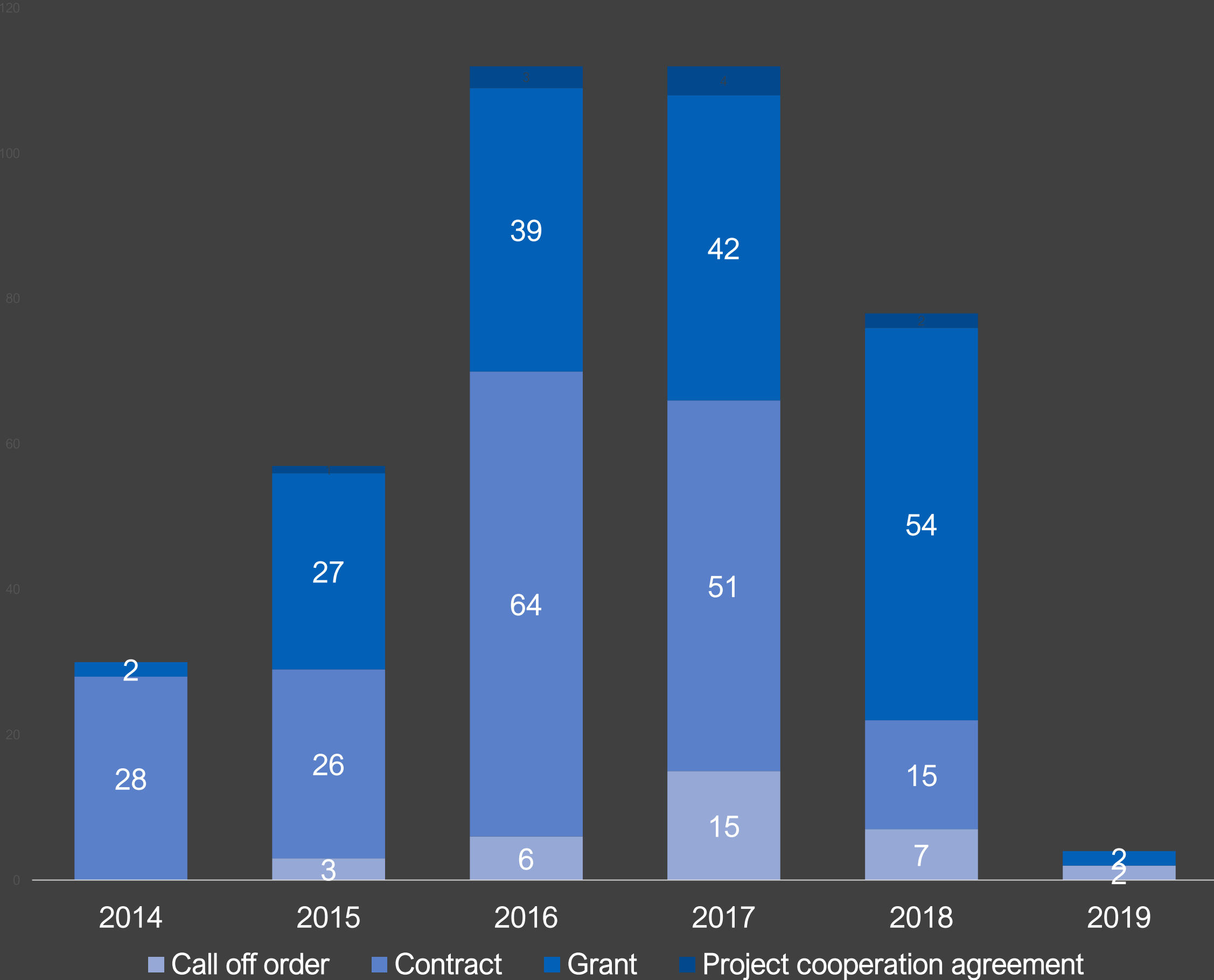
Global Contract Management

2018 CONTRACT/GRANT DELIVERY LOCATIONS

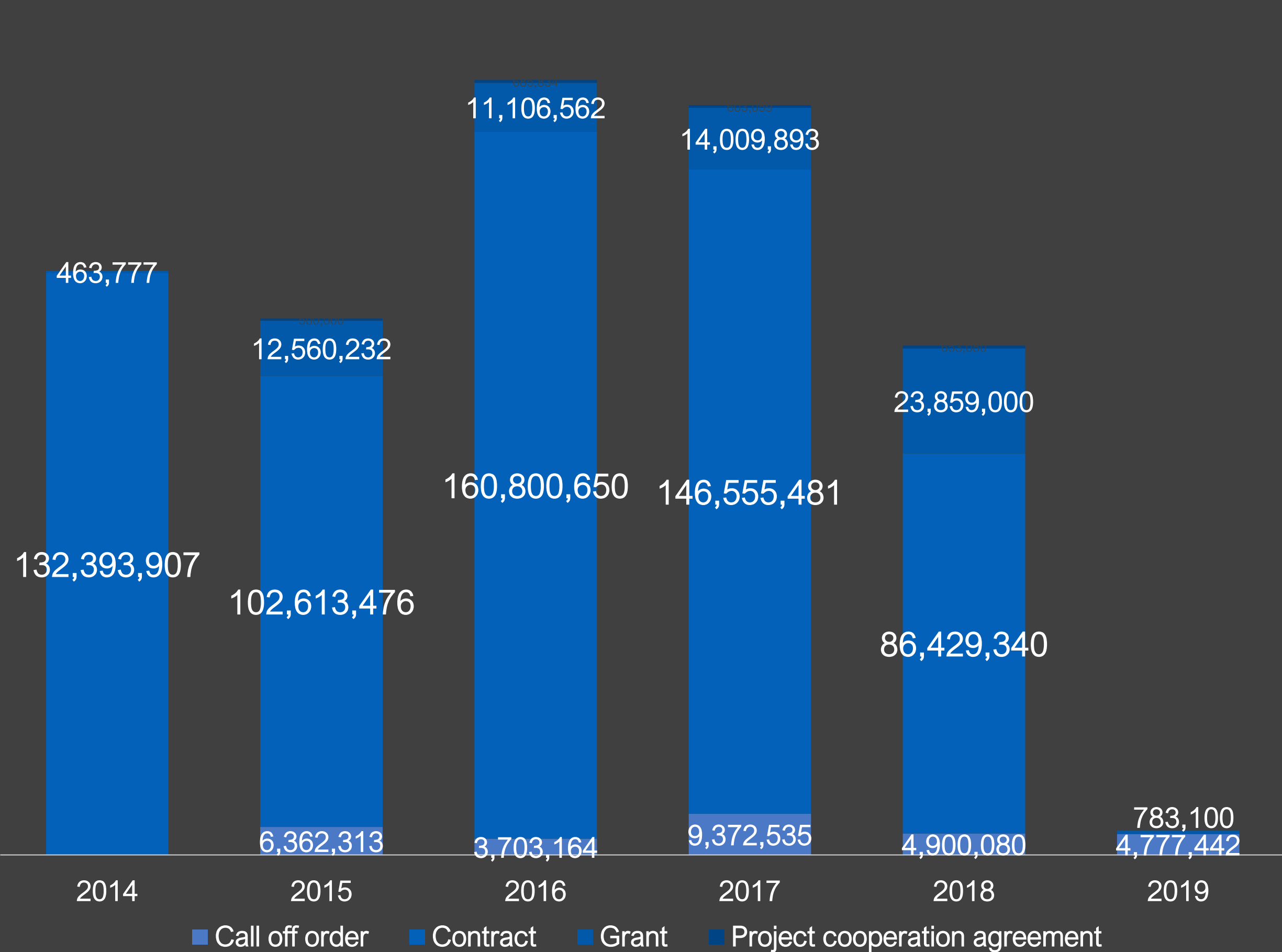


TOTAL VALUE OF AGREEMENTS OVER PAST FIVE YEARS - \$723M

#393 AGREEMENTS SIGNED OVER THE PAST 5 YEARS



\$723M VALUE OVER PAST 5 YEARS



STRENGTHENING CONTRACT MANAGEMENT

Contract Management Plan

Select from dropdown	Don't touch	Don't touch	Select from dropdown	Enter text	Select from dropdown	Enter text	Select date from dropdown
Year Month / Milestone	Date of Delivery	Phase of Operations	Category	Deliverables	Critical	Performance remarks / reason for delay	Rating
Y1 M1	Jan 2019	Mobilization and In-country Preparation	Staffing and Personnel	Receipt of mobilisation report	Very Critical	All ok, everyone paid	Working towards expectation
Y1 M1	Jan 2019	Mobilization and In-country Preparation	Equipment	all CTG invoices are correct.	Not Critical	All is fine	Satisfactory
Y1 M1	Jan 2019	Mobilization and In-country Preparation	Staff Administration and Management	Provide sufficient personnel on time.	Not Critical	Problems with government	Satisfactory
Y1 M2	Feb 2019	Mobilization and In-country Preparation	Training and Accreditation	Recruitment in line with UNOPS Gender policy	Not Critical	All ok, everyone paid	Satisfactory

Balanced Scorecard – rating for each contract/grant

Phase	Equipment	Reporting	Staffing and Personnel	Training and Accreditation	Staff Administration and Management	Total	Rating
Distribution of Points	10%	10%	40%	10%	10%		
Mobilization and In-country Preparation	100%		50%	100%	100%	88%	Satisfactory
Operations Phase		40%				40%	Much below expectation
Stand-down period							
Demobilisation							
Running Average For Contract	100%	40%	50%	100%	100%	74%	Working towards expectation



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CONTRACTING – URBAN CLEARANCE



**MOSUL, IRAQ
CLEARANCE**



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CONTRACTING – SECURITY INCIDENTS

Maintaining Operations in Complex South Sudan

Country Security Plan

Dynamic Multi-layer approach

- Site Selection Context analysis/Desk Assessment
- Route Assessment
- Field Security Assessment
- Casevac plan
- Evacuation route verification
- Initial Camp Security assessment
- Comprehensive Site Security Plan

Constant route re-verification

Community Liaison engagement

Maintaining two way communication

MAG

REFLECTING ON SECURITY
COMPLEXITIES IN SOUTH
SUDAN



- Experienced security manager
- SMT Ownership of Security
- Effective CMT
- Close coordination with all security actors
- Maintaining dialogue with UNMAS
- Continual monitoring of area of operations
- Detailed pre-deployment information gathering
- Dynamic security management system
- Monitoring of secondary areas of deployment
- Improved vehicle management plans
- Active engagement with other NGO mechanisms, CD, logs, HR, protection cluster, OCHA
- Triangulation of information from multiple sources
- Advocacy for shared sense of responsibility for Security

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REFLECTING ON LESSONS
LEARNED IN SOUTH SUDAN



G4S

REFLECTING ON
MENTORING OPERATIONS IN
MALI



G4S

REFLECTING ON LESSONS
LEARNT IN MALI



G4S

REFLECTING ON MEASURES
UNDERTAKEN TO MINIMIZE
DISRUPTION TO
OPERATIONS



- **2013 – 2014**

Initial Deployment | Classic Humanitarian Mine Action | Freedom of Movement | Regular Interaction | Living within the community

- **2014 – 2018**

Gradual change in threat level | Attacks in Bamako | Frequency in complexity of attacks | Mission objectives reviewed | Ensuing RFP released | Transition of UN bases

- **2019 – Onwards**

Mali considered most dangerous UN mission | 177 fatalities as of 31.12.18 | TDI attack and first fatality | Force protection concerns

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REFLECTING ON
OPERATIONS IN MALI



- 12th November 2018
- 1st Fatality in 13 Years
- 15 Internationals in Camp
- 3 Casualties
- Mass Looting
- Fear of Follow Up Attack
- Unacceptable QRF Reaction Time

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REFLECTING ON
VB-IED ATTACK IN GAO

LESSONS LEARNED/OPTIONS

- Response to Intelligence
- Passage of Information and Dissemination
- Revised Approach to Security within the RFP
- Rethink Responsibility for Security, possible away from Contractor
- Possible Deterioration of Security Situation over the Life of a Three-Year Contract
- Position of Contractors in the Target Pyramid
- Support From the Mission
- Proactive Versus Reactive
- Does the Terrorist Differentiate?

FUTURE OPERATIONS/CONSIDERATIONS

- The Next 5-Year Strategy
- Not Operating in Post-Conflict Environments
- Possible Increased Costs
- Ways To Maintain a Level Playing Field
- Ensure Future SOWs Incorporate Security Requirement
- Include Contractors of All Types in the Mission Security Umbrella

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REFLECTING ON
OPERATIONS IN MALI



Meeting the Challenge Together

Q & A