Meeting the Challenge Together

Implementing Projects in Complex Environments
Agenda

- Procurement Update
- Global Contract Management
- Operating in Complex Environments
- Q & A
Procurement Update
75% OF TENDERS WERE AWARDED IN Q2

<table>
<thead>
<tr>
<th>Period</th>
<th>Limited competition (1)</th>
<th>Open competition (2)</th>
<th>Direct contracting (3)</th>
<th>Limited competition (4)</th>
<th>Open competition (8)</th>
<th>Direct contracting (9)</th>
<th>Limited competition (1)</th>
<th>Open competition (3)</th>
<th>Direct contracting (1)</th>
<th>Limited competition (1)</th>
<th>Open competition (3)</th>
<th>Direct contracting (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2018</td>
<td>$10,892,625</td>
<td>$1,055,020</td>
<td>$429,130</td>
<td>$49,145,451</td>
<td>$41,886,652</td>
<td>$6,216,689</td>
<td>$498,090</td>
<td>$14,524,859</td>
<td>$84,556</td>
<td>$2,999,909</td>
<td>$716,559</td>
<td>$686,476</td>
</tr>
</tbody>
</table>

$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

- Metal Detectors: 8
- Mine Rollers: 2
- Medical Equipment: 2
- Weapon Safes: 2
- Personal Protection Equipment: 1
- GPS & Cameras: 1
- Inert Products: 1
- EOD Hook & Line Kits: 1
- Explosive Training Kits: 1
- Laser Rangefinder & Binoculars: 2
- EOD Equipment: 1
- IT & Comms Equipment: 1
- Other Items: 10
- Automated External Defibrillators: 2
- Forensic Evidence Collection Kits: 1
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

1. Consolidation
   - Procurement (RFP, RFQ, ITBs) and grants (CFPs) under the leadership of one unit

2. Update of Standard Technical Evaluation Criteria
   - 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

4. Interview of Key Staff as part of the Evaluation Process

5. Introduction of Technical Support Team

6. Strengthen Global Contract Management
Global Contract Management
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

Balanced Scorecard – rating for each contract/grant
CONTRACTING – URBAN CLEARANCE
CONTRACTING – SECURITY INCIDENTS

UNOPS
PEACE & SECURITY CLUSTER
MAG

REFLECTING ON MAINTAINING OPERATIONS IN SOUTH SUDAN
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

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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
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

TDI
REFLECTING ON OPERATIONS IN MALI
REFLECTING ON VB-IED ATTACK IN GAO

• 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
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