**Provision of Management and Support Services through the Memorandum for the Provision of Services (MPS)**

**2.0 Policy and Scope**

2.0 The provision of management and support services, consistent with this policy and UNDP’s prescriptive content, shall be provided by UNDP to support services to non-UNDP projects, further to a signed Memorandum for the Provision of Services (MPS) in the form attached hereto.

2.1 This Policy and the services provided through the MPS, shall not apply to the following:

1. Agency services provided by UNDP to UN entities under a service level agreement (SLA), further to Regulation 115.01(a); and
2. Country Office support to national implementing partners of UNDP projects, further to Regulations 115.01(b).

**Use of MPS**

2.2 **At the request of a programme government counterpart**, a UNDP office may provide management and other support services (as described in this paragraph) to the programme country government for the achievement of its **development goals.** Requested activities may include the provision of (i) policy services and (ii) support relating to financing of activities by government, or intergovernmental or governmental organizations not occurring through a UNDP project (“support services”), both of which are described below. UNDP may also offer such services to other development partners whose activities are financed by a UN entity or have otherwise been agreed to by the government, in support of the programme government’s development goals.

2.3 MPS enables UNDP to provide management and support services that contribute to a programme government’s results upon the agreement of the programme government. MPS cannot be used to deliver development results that UNDP is accountable to achieve under UNDP’s programme.

2.4 The MPS replaces the 2007 Management Service Agreement (MSA), where UNOPS was designated as a service provider.

2.5 The MSA shall no longer be used upon the issuance of this Policy on the **Provision of Management and Support Services (PMSS)** and the Memorandum for Provision of Services Template Agreement**.**

**Areas of Support**

2.6 The MPS service areas can be classified into the following two broad areas:

1. ***Policy Services (Formulation, Implementation and/or Advisory Support)*** - Programme governments may request UNDP to contribute its expertise and provide policy services (formulation, implementation and/or advisory). UNDP can provide services via UNDP in-house experts (i.e. staff members) or identify and hire recognized experts on consultancy contracts. This includes advisory services on the range of development activities within the breadth of UNDP’s Strategic Plan, the overall framework of national development strategy or emerging national priorities (including sudden onset of issues/ crises).
2. ***Support to Implementation* -** UNDP may be requested to provide procurement and other management and operational services to the programme government for its development activities outside of a UNDP project, based on UNDP’s comparative advantage in sustainable procurement and administrative practices. This includes identifying and contracting appropriately qualified consultants based on ‘value-for-money’ principles to work on government projects.

2.7 For the details on the services to be provided under the two broad types, refer to **Annex 1** on service offerings. The list of services offerings may not be restrictive, as long as they support services that are envisaged within UNDP’s strategic plan and country programmes (which may change with programme cycles).

2.8 As stipulated in Regulations 9.03 and 15.01 of UNDP’s Financial Regulations and Rules, management and other support services provided by UNDP “shall be consistent with the policies, aims and activities of UNDP.” Accordingly, MPS activities must be carried out in accordance with UNDP’s regulations, rules and procedures.

**Criteria for MPS**

2.9 Services provided under MPS should not detract from UNDP’s core development model of delivering development results through projects (see [Quality Standards for Programming](https://popp.undp.org/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Programming%20Standards_Quality%20Standards%20for%20Programming.docx?web=1)). The services provided through the MPS should adhere to UNDP’s quality standards for programming to the extent possible, and as relevant, as well as UNDP’s fiduciary management standards.

2.10 Services should only be provided in areas where UNDP has a comparative advantage, in terms of its own abilities and capacities, as well as its ability to draw upon UNDP’s experience and expertise in service provision. This may be in an area that the particular UNDP office has proven expertise, or may involve the office leveraging UNDP’s regional or global services or networks to bring added value. UNDP may provide services through an MPS when all of the following criteria are met:

1. The requested service cannot be delivered through a UNDP project because accountability for the results under a MPS resides with another partner (i.e., solely with the government, or with another UN entity) and described through the partner’s project document or other instrument; **and**
2. The requested support service contributes to a national development outcome, reflected in the Country Programme Document (CPD) or emerging national priorities (including sudden onset of issues/crises), and is consistent with UNDP’s Strategic Plan; **and**
3. UNDP has a comparative advantage in providing the requested support service.

2.11 With respect to MPS services funded by a party other than the programme government, the following examples set out the circumstances under which UNDP can make available its service offering:

* Where funding is provided by any UN entity, including the World Bank, and other UN Specialized Agencies, UNDP is authorised to offer management and operational support services. Provision of such funding by a UN entity is accepted as being related to activities **approved by the national government**.
* Where funding is provided by an (non-UN) international, regional or inter-governmental organisation (including bilateral donors), or other multilateral organizations, UNDP must validate that the activities are **on the basis of a written agreement between that organization and the government** before making available its service offering.

**3.0 Limits on MPS Managed Funds**

3.1 Each Regional Bureau will be responsible for ensuring that management and other services offered under MPS within the region do not detract from UNDP’s core development model of providing support through development projects and in consistency with the current Strategic Plan. Each Regional Bureau shall ensure that the total value of funds received for MPS within the region does not exceed 10% of the region’s programme delivery in the previous year.

3.2 Furthermore each Regional Bureau will be responsible for ensuring that, within the above 10% regional limit, the resources received through MPS within each Country Office does not exceed 30% of the office’s programme delivery in the previous year. Any exceptions and deviations must be discussed with and approved by the Bureau HQ. For detailed processes for clearances of exceptions please refer to the ‘**Table 1:** Exceptions and Clearances’ required.

**4.0 Institutional Arrangements on Providing Services under MPS**

4.0 All services provided by UNDP further to this policy will be provided at the request of programme governments, further to and using the agreement contained in Annex A (the “MPS Agreement Template”) in the following scenarios.

4.1 In many cases, a MPS may be both requested by and funded by the programme government. In these cases, UNDP and the programme government will enter into a MPS in the form attached hereto as Annex A.

4.2 Where services are provided under MPS further to any of cases referred to in paragraph 2.12, the MPS shall be signed by UNDP and the funding entity, with the agreement of the programme government.

4.3 In assessing a request to provide assistance under a MPS, consideration must be given to the following key areas in determining whether UNDP should enter into a MPS agreement:

* If the request involves any deviations to the MPS Agreement Template, including proposed conditions in MPS agreements requiring restricted competition;
* Risk management, including adherence to [UNDP’s Policy on Enterprise Risk Management](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=431), limits of MPS as a proportion of office delivery, to retain focus on development projects as UNDP’s primary vehicle for providing development assistance;
* Cost recovery considerations, to ensure full cost recovery.

**Exchange Rate: Cash Management/Currency Risks**

4.4 UNDP’s operating and reporting currency is US dollars. As a general rule, as anticipated in Articles 3 and 8f of the MPS Agreement Template, all costs – direct and indirect -- incurred by UNDP to undertake a MPS will be paid from the funds received under the MPS, and modifications to services may be necessary to ensure that funding shall be sufficient to cover all expenses for the provision of such services. This includes exchange rate fluctuations.

4.5 No modifications to Articles 3 and 8f of the MPS Agreement Template, referred to in paragraph 4.4 above, may be made without advance written consent from the UNDP Treasurer, and all risks associated with any approved modifications to these clauses will be borne by the respective Country Office/cost centre.

**Restricted Competition**

4.6 On occasion, development partners whose funds form the basis for the provision of services by UNDP under this policy, may request the inclusion of conditions that restrict procurement competition. In some cases, it may be possible to demonstrate that the proposed restrictions requested do not affect effective competition and therefore do not contravene UNDP regulations and rules. For instance, if the vendors’ competition is to be restricted to a valid Long Term Agreement with UNDP or another UN agency on which UNDP will piggyback, it is acceptable to purchase from the Long Term Agreement under existing arrangements, as per the LTA policy. Where there is no contravention of financial regulations, the proposals may be acceptable following UNDP review.

4.7 If any clauses are proposed within a specific MPS agreement that appear to restrict competition with respect to procurement, advice must be sought from the Regional Bureau, and, premised on the endorsement of the Regional Bureau, the clearance of the Chief Procurement Officer, Bureau for Management Services, shall be obtained prior to concluding the agreement. (Refer to the Table 1 ‘Exceptions and Clearances’).

4.8 Before UNDP can enter into a MPS agreement, the risks related to the proposed MPS must be assessed to help determine if UNDP should be engaged in providing the services. The Resident Representative or Regional Hub Director is accountable for assessing and mitigating the risks prior to entering into the agreement.

**Cost Recovery**

4.9 As with all UNDP activities, all costs incurred by the office and by headquarters to provide support services must be recovered. Reflecting the lower level of accountability of UNDP in providing services under a MPS, an interim minimum rate of **4% GMS** (or an equivalent fixed USD amount) shall be applicable to all MPS. However, the level of costs to be recovered through the management fee must be estimated for each agreement and set at the level necessary to cover the estimated actual cost, which should also include UNDP’s upfront costs/contribution towards the preparation and conclusion of the MPS agreement.

4.10 All costs that can be attributed to a MPS must be charged to that MPS through direct charges. These chargeable costs are in addition to the GMS stated above. There are two main elements in recovering costs on MPS as follows:

* All costs that UNDP incurs in providing MPS services (Policy and Support to Implementation) must be reimbursed, hence Direct Project Costing (DPC) applies. Thus all costs that are incurred for, and can be reliably traced to, delivery of MPS should be charged to that MPS.
* In addition to direct costs, UNDP incurs corporate management costs that benefit the provision of services under MPS. As defined in UNDP corporate guidance on General Management Services (see [GMS POPP](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=339&Menu=BusinessUnit)), such costs may be incurred at the Country Office, the Regional Bureau, Central Services and BPPS. However, the expected quantum of such costs may vary depending on the specific services to be provided on each MPS agreement.

4.11 Advance clearance by the Regional Bureau and the Office of Financial Resources and Management (OFM)/BMS is required when any deviation is proposed from the minimum GMS rate, as in para. 4.9, and the current corporate GMS guidance. (For exceptions please refer to the Table 1 ‘Exceptions and Clearances’).

**Refunds**

4.12 Any balance of funds received for the provision of services under this policy that remain uncommitted on completion of the Services shall be refunded promptly to whoever provided the funding, i.e., the funding partner or programme government, within 120 days after the confirmation by the funding partner or programme government of the details of the account(s) to which such funds should be credited by the UNDP’.

**Approval and Signatory**

4.13 The authority to enter into a MPS agreement using the MPS Agreement Template is decentralized to the Resident Representative and the Directors of Regional Hubs. Prior clearance is required from a Regional Bureau and, with respect to deviations from the MPS Agreement Template only, advice and assistance shall be sought from the Legal Office (LO), BMS. If those deviations involve restricted competition, the Unit shall seek and obtain the necessary clearances before contacting LO. (Please see paras. 4.6 - 4.8 above and refer to the Table 1 ‘Exceptions and Clearances’). The Resident Representative or Director of the Regional ~~Hub~~ Bureauis accountable for ensuring such clearance is obtained, in writing, before signature of any agreement.

**Audit and Investigations**

4.14 Funds received by UNDP to provide services under a MPS shall be administered in accordance with the UNDP Financial Regulations and Rules. All financial accounts and statements shall be subject exclusively to the internal and external auditing procedures laid down in the Financial Regulations, Rules, policies and procedures of UNDP.

4.15 Services provided by UNDP under a MPS agreement are covered fully by UNDP’s oversight policies, periodic internal audits by the Office of Audit and Investigations (OAI) including investigation of any claims of non- compliance with applicable social and environmental standards, as well as external audit by the UN Board of Auditors. Furthermore, separate audits (akin to DIM audits) may be required for a select number of high risk and/or high value MPS agreements. As such all MPS budgets must always maintain the **0.4%** audit budget line.

**Accountability, Monitoring and Risk Management**

4.16 Under a MPS agreement concluded per this policy, UNDP is accountable to deliver services (activities and inputs) to a programme government, or to a partner (as set out in para. 2.11) for the benefit of the programme government. Accountability for achieving the result (i.e., outputs) rests with the partner to whom UNDP is providing services. The services provided under a MPS contribute to the achievement of development outcomes via the achievement of the partner’s outputs, and this contribution to development results should be monitored. It should be noted that the provision of services under a MPS agreement are not subject to all of the requirements ordinarily associated with development programmes or project, including but not limited to, the preparation of project documents or Project Appraisal Committee (PAC) review/approvals or project boards. However, UNDP will meet with the government and/or funding partner annually or as required to monitor service delivery and manage risks.

4.17 [UNDP’s Enterprise Risk Management Policy](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=431) and the Social and Environmental Standards and Accountability Mechanism apply to UNDP services provided under a MPS, as do UNDP’s [risk management guidelines for contributions by donors to ‘other resources’](https://intranet.undp.org/unit/bom/ofrm/SitePages/Risk_Management_Guidelines.aspx). In addition, **Table 2** sets out some of the key risks when implementing MPS and the necessary procedures that each office should implement to mitigate those risks.

4.18 Risks and accountability between the funding partner (which may be the programme government), the programme government (as the recipient or ultimate beneficiary of services) and UNDP are different between activities under a UNDP project through a project document and programming regime, and services provided under a MPS. Under an MPS agreement, the accountability for each service provided is defined in advance in the MPS agreement, and UNDP’s responsibility is restricted to delivering the activities related to the provision of specified services alone - and not the development results (outputs and outcomes.) Should accountability be required for achieving a development output, then the activity should not be undertaken within a MPS, but rather as a UNDP project following the procedures and processes for developing projects.

**Reporting**

4.19 An annual final financial report shall be submitted to the funding partner (if it is not the programme government) and the programme government, in accordance with the format given in Appendix IV on Final Financial Statement of the MPS Agreement Template.

4.20 If special circumstances warrant, UNDP may provide more frequent reporting at the expense of the funding partner. The nature and frequency of this reporting shall be detailed in an annex to the MPS, and the cost of which incorporated as a direct cost within the budget.

4.21 If the services provided through a MPS have a significant contribution to outcome level progress then the results to which the services contribute should be reported in the Results Oriented Annual Report (ROAR), as relevant.

**5.0 Roles and Responsibilities, Exceptions and Clearances; Risk Management**

**Roles and Responsibilities**

|  |  |  |
| --- | --- | --- |
| # | Item | Person/Unit Responsible |
| 1 | Risk assessment (including SESP when required) and signing of MPS agreements | Resident Representative or Regional Hub Director |
| 2 | Advance Clearance on Changes to GMS Distribution | Regional Bureau, BMS/OFM |
| 3 | Exception Clauses on Restricting Competition | Regional Bureau, Chief Procurement Officer |
| 4 | Clearance for MPS exceeding 10% of previous year Regional Bureau programme delivery | Regional Bureau |
| 5 | Clearance for MPS exceeding 30% of previous year CO programme delivery | Regional Bureau |
| 6 | Approval of MPS Non-standard terms | Regional Bureau, BMS/LO |
| 7 | Clearance for MPS for complex services | Regional Bureau, Chief Procurement Officer |
| 8 | Clearance for changes to requirementthat all costs incurred on MPS, including any exchange differences, be paid from funds received under the MPS | Regional Bureau, BMS/OFM |

Structure Element - Roles & Responsibilities

**Table 1**: Exceptions and Clearances

| **Exception** | **Clearance Required** |
| --- | --- |
| Proposed changes to clauses in the MPS Agreement Template | Advance clearance required from the Regional Bureau and BMS/LO |
| Proposed MPS clauses that restrict competition | Advance clearance required from the Chief Procurement Officer premised on the endorsement of the Regional Bureau.’ |
| Proposed MPS will cause Funds managed through MPS to exceed 30% of country office programme delivery in the previous year | Advance clearance required from the Regional Bureau, noting the lower regional threshold of 10% |
| Proposed MPS for complex services, such as civil and construction works and large information technology implementations | Advance clearance required from the Regional Bureau and the Chief Procurement Officer |
| Proposed changes to requirement that all costs incurred on MPS, including any exchange differences, be paid from funds received under the MPS | Advance clearance required from the Regional Bureau and BMS/OFM |

**Table 2**: **Risk Management**

| **Description of Risk** | **Mitigation Steps** |
| --- | --- |
| Capacity: The office does not have appropriate capacity to provide the service, either because of the type of service or the expected scale/volume. | Capacity assessment: Before entering into an MPS agreement, the country office, in consultation with the regional hub, should evaluate its own capacity to provide the service using UNDP’s DIM capacity assessment process. The assessment should take into account the country office, regional hub and Global Shared Service Unit’s previous experience with regard to the specific type and scale of service anticipated. The assessment and related measures will require the approval of the Regional Bureau. |
| Inherent Risk: Certain services types carry higher or longer term risks | Certain types of services, such as civil works, may include quality or performance warranties that extend past the completion of the activity, and could therefore expose UNDP to significant residual risk.  Because of this enhanced risk profile, additional safeguards are necessary to properly evaluate technical and legal risks and ensure they are addressed/mitigated fully before the office accepts to provide the service.  Experiences in UNDP offices have shown that, for complex services where there is considerable professional judgment necessary when evaluating the quality of the product, it is important to avoid conflict of interest by building in contractual safeguards, such as an independent agent to certify the work done, rather than relying on the client (government employees) for certification.  The office should complete a risk assessment to evaluate the risks to UNDP of providing the specific services requested and ensure adequate mitigation measures are in place. Where risks have been evaluated as high, the MPS must be cleared by the Regional Bureau. |
| Reputational Risk: UNDP is not protected and is held accountable for subsequent decisions or actions by another party | In each MPS, UNDP is responsible for completing a whole process. For instance, when carrying out procurement/recruitment, if the office is responsible for evaluating the bids, the office is also responsible for the final selection. UNDP should not be restricted to making a recommendation to the government, which the government could then ignore, yet may claim that UNDP were involved in the process. |
| Social and Environmental Risk: Potential impacts on people or the environment. | Potential social and environmental risks and management measures to be identified through the Social and Environmental Screening Procedures (SESP), when required. UNDP’s Accountability Mechanism will provide a mechanism to receive and respond to complaints and grievances.  If the services contribute to results that are articulated in a partner’s project document or other instrument, the document must be screened using UNDP’s SESP unless exempt based on the risk-informed criteria.  [Social and Environmental Compliance Review and Stakeholder Response Mechanism](http://www.undp.org/secu-srm)  [Social and Environmental Compliance Review](http://www.undp.org/secu)  [Stakeholder Response Mechanism](http://www.undp.org/srm) |
| Office over-reliance on MPS: Excessive amounts of MPS in an office may undermine UNDP’s core business of making substantive contributions to development outcomes through development projects | **MPS does not change UNDP’s model of primarily delivering development assistance through programmes and projects**. MPS will not become a dominant means of delivering UNDP activities nor viewed as a route to deliver development assistance by circumventing formulation of project documents.  Within each region, the Regional Bureau will be responsible for ensuring that the total value of funds managed through MPS within the region does not exceed 10% of the region’s programme delivery in the previous year.  Furthermore each Regional Bureau will be responsible for ensuring that, within the above 10% regional limit, within each Country Office the resources managed through MPS do not exceed 30% of the office’s programme delivery in the previous year. |
| Exchange rate: Cash management/Currency risks | UNDP’s operating and reporting currency is US dollars. As a general rule, as anticipated in Articles 3 and 8f of the Standard Memorandum for Provision of Services Template, all costs incurred on MPS will be paid from the funds received under the MPS, and modifications to services may be necessary to ensure that funding shall be sufficient to cover all expenses for the provision of such services. This includes exchange rate fluctuations.  No modifications to these clauses may be made without advance written consent from the UNDP Treasurer, and all risks associated with any modifications to these clauses will be borne by the respective Country Office. |
| Compliance with UNDP policies | All requests for MPS clauses that may restrict competition in procurement must be reviewed and cleared in advance by CPO, BMS (see Restricted Competition section above) |
| Receipt of payments: payments are not received from the funding partner in a timely manner | Receipt of payments: [UNDP’s risk management guidelines for contributions by donors to ‘other resources’](https://intranet.undp.org/unit/bom/ofrm/SitePages/Risk_Management_Guidelines.aspx) applies. Services shall be suspended or terminated where funding is not received per the agreed payment schedule. |

**Annex 1**

**MPS Service Offering**

1. *Advocacy and Policy*

Programme governments may request UNDP to contribute its expertise and provide advice to aid in policy formulation. This includes advisory services on:

1. Democratic governance and peace-building
2. Energy, environment and strategies for mitigation of and adaptation to climate change including:
   1. Integrating biodiversity and ecosystem management into development planning and production sector activities
   2. Unlocking the potential of protected areas by ensuring that they are properly managed, sustainably financed, and contributing to sustainable development
   3. Managing and rehabilitating ecosystems for adaptation to and mitigation of climate change.
   4. Promoting access to clean and affordable energy
   5. Promoting low emission urban and transport infrastructure
   6. Sustainable management of oceans in a changing climate
   7. Protection of trans-boundary surface and ground waters in a changing climate
   8. Climate resilient integrated water resource and coastal management
   9. Sustainable development in drylands and other fragile ecosystems, through UNDP’s Global Policy Centre for Resilient Ecosystems and Desertification
   10. Access to new and innovative finance mechanisms, such as climate/green bonds, timber and sustainable forestry funds, and carbon funds
3. Policies to promote and achieve gender equality
4. Policies that promote an integrated approach to achieve sustainable development that tackle the connected issues of multidimensional poverty, inequality and exclusion, and sustainability, while enhancing knowledge, skills and production technologies to reduce risks and sustain development gains
5. Integrating attention to HIV/AIDS in national planning efforts
6. Economic recovery after disasters or conflicts to achieve early and long-term economic and livelihoods recovery of the people
7. South-South Cooperation - knowledge broker, capacity development supporter and partnership facilitator when developing countries work together to find solutions to common development challenges
8. “Knowledge management (KM), including KM needs assessments, planning, organizing and facilitation of e-discussions and consultations, preparation of KM strategies, lessons learned activities and KM events such as knowledge fairs, community of practice meetings, webinars, KM training and other KM services tailored to clients’ needs.
9. Sustainable Public Procurement - carried out with a view to maximising net benefits for both the client and the and the wider world, taking into account environmental concerns, social issues and macroeconomic benefits, rather than considering only price and quality at the point of procurement
10. Implementing innovative approaches, such as e-procurement

11) Implementation of the Sustainable Development Goals

12) Advice on development and implementation of sustainable programme and project management policies, which UNDP has already implemented itself

13) Advice on implementing sustainable operations management and achieving climate neutrality

14) Advice government on the best global thinking on public service policies, strategies and institutional innovation, through UNDP’s Global Centre for Public Service Excellence

Some countries already use private sector consultancy firms to provide such expertise. Programme governments may request UNDP to identify and hire recognized experts on consultancy contracts, or to seek service provision by UNDP expert staff, either providing the advisory services directly or managing/guiding the consultant(s)

1. *Support to Implementation*
2. Procurement and related services by the UNDP office to the programme government:
   1. Procurement of goods. If the office has access to strong procurement capacity it may be able to take advantage of economies of scale and offer procurement services where there is demand from programme governments
   2. Providing Sustainable Public Procurement services
   3. Procurement of consultant services. Because of its brand, geographical reach and access to international networks, UNDP may enter into MPS to identify and contract appropriately qualified consultants to work on a government project. Integrated activities involving procurement of goods and services, for example:

* Implementation of infrastructure projects and works promoting sustainable building practices with best practice in sustainable design and construction. UNDP, with its expertise in mitigating negative social and climatic impacts and maximizing positive impacts of construction projects may be requested to develop, manage construction sites including environmental management systems ​
  + Events Management for a conference that contributes to a development outcome reflected in the CPD or is consistent with UNDP’s Strategic Plan as well as emerging national priorities. UNDP, because of its global reach, may be asked to manage logistical aspects of a global conference hosted by the recipient country, when the programme government does not itself have the capacity to do so or would prefer that UNDP do so to help assure funding partners of transparency
  + Support to establish government service centres. In some countries, there is demand for support and capacity building for newly decentralized functions to local government. Some UNDP offices reported interest in support with designing procedures for and establishing service centres for local governments while working with the local government to build its own capacities

1. Procure using UNDP Corporate Long Term Agreements (LTAs), whether established by UNDP global or regional service centres or by individual business units. A list of all UNDP Corporate LTAs is maintained at <https://intranet.undp.org/unit/oolts/oso/psu/Lists/UNDP%20and%20nonUNDP%20LTAs/default.aspx>. In determining the best source of an LTA, BMS/Office of Sourcing and Operations may also consider the use of LTAs established by other UN agencies.
2. Procurement services offered by the UNDP Global Procurement Unit[[1]](#footnote-2).
3. These include:
   1. Electoral procurement
   2. Global Health Procurement
   3. Crisis Prevention and Recovery:
   * System development and guidance to strengthen procurement preparedness and responsiveness to crises and emergencies
   * Access to a roster of procurement experts specializing in areas such as strategic advisory services, operational procurement, capacity building etc.
   * Procurement of other specialized goods such as solar powered equipment, armoured vehicles and containerized building solutions etc.

1. Based in Copenhagen, Denmark - <https://intranet.undp.org/unit/oolts/oso/psu/special/SitePages/intranet.aspx> [↑](#footnote-ref-2)