

United Nations Procurement and Partnerships

Why, where, and how should Japanese business
leverage procurement with the United Nations

By Rui Figueiredo

Overview

The speaker



**Senior Manager and
United Nations
Account Lead SEA**

I have more than 8 years of experience working with the United Nations in various areas such as capacity building, training, audit, and monitoring & evaluation, among others. For the last 3 years I have been in charge of the United Nations Account for Deloitte in Southeast Asia. Through my experience in supporting UN Country Teams on the ground, I have developed a thorough understanding of the organization's culture, vision, procurement procedures and processes.

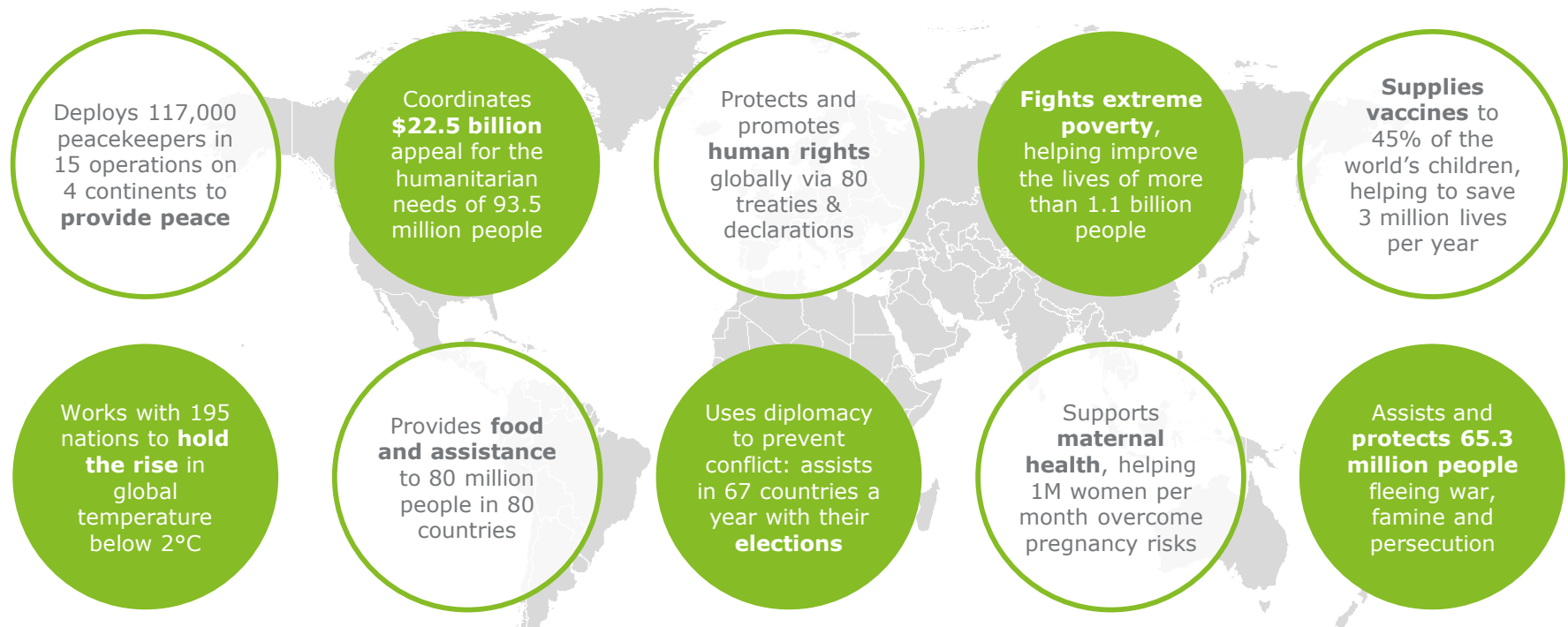
I joined Deloitte from Switzerland and specialize in Strategic Governance and Risk Management. I have four university degrees, including BSc in Engineering and a MsBA in Management of Services and Engineering.

Today in my agenda I will help you to answer 6 strategic questions:

1. What is the United Nations (UN) known for?
2. What is the advantage of working with the UN?
3. Where to play in Southeast Asia?
4. How to respond to the demand?
5. How to go beyond procurement?
6. How to achieve sustainable business?

Overview

Impact of the United Nations



Source: United Nations Department of Public Information (2017)

Overview

Deloitte operating model with United Nations

We leverage the scale of Deloitte's global network of member firms to collaborate and to support the UN where it is needed.

This network is comprised of over 286,000 professionals, working out of 744 offices, in over 158 countries across the globe; all acting as "One Firm" to deliver a single standard of quality and service consistency throughout an engagement.

These firms bring world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex challenges.

Our experience also provides those within our network with rich insights into the latest trends, solutions, and challenges and helps us to keep our clients informed and ahead of risks.



Deloitte in numbers



Introduction

What is the United Nations known for?

SUSTAINABLE DEVELOPMENT GOALS









Expansion

What is the advantage of working with the UN?

Expansion

What is the advantage of working with the UN?

The United Nations procurement process reduces market entry risks inherent with expanding to developing markets.

-  Similar considerations with public and international organizations
-  Robust established infrastructure
-  Centralized procurement vehicle
-  Transparent tendering system
-  Scope of market
-  Embedded market expertise
-  Predictable demand
-  Global opportunities

Expansion

The UN procured around 380mn. of goods and services in 2017 in SEA








Total expenditure (2017)



Goods: ~ \$182 mn.



Services: ~ \$198 mn.

#	Type	Category (top 7)	Total PO Value	% (all categories)
1		Management and Business Professionals and Administrative Services	\$57,976,636	15.2%
2		Food and Beverage Products	\$50,711,513	13.3%
3		Pharmaceuticals incl. Contraceptives and Vaccines	\$40,890,220	10.8%
4		Transportation and Storage and Mail Services	\$28,408,968	7.5%
5		Power Generation and Distribution Machinery and Accessories	\$26,112,596	6.9%
6		Travel and Food and Lodging and Entertainment Services	\$20,823,501	5.5%
7		Building and Facility Construction and Maintenance Services	\$20,271,386	5.3%
		Total	\$245,194,820	64.5%

Note:

1. Countries included in this analysis are Cambodia, Indonesia, Lao P.D.R., Malaysia, Myanmar, Philippines, Thailand, Vietnam.
2. Values might not add up due to rounding.

Source: Annual Statistical Report on United Nations Procurement (2018)

Expansion

Spending within the top 7 categories is highly concentrated

UN expenditure (2017)

1. Management and Business Professionals and Administrative Services

# Category	Total PO Value	%
1 Business administration services	\$22,895,705	39.5%
2 Real estate services	\$10,359,678	17.9%
3 Management advisory services	\$9,479,188	16.4%
4 Marketing and distribution	\$4,917,399	8.5%
5 Human resources services	\$1,986,251	3.4%
6 Legal services	\$146,820	0.3%
7 Public relations and professional communications services	\$99,967	0.2%
8 Trade policy and services	\$413	<0.1%
9 <i>Unclassified</i>	\$8,091,214	14.0%
Total	\$57,976,635	100%

2. Food and Beverage Products

# Category	Total PO Value	%
1 Edible oils and fats	\$24,906,005	49.1%
2 Cereal and pulse products	\$21,275,617	42.0%
3 Fresh vegetables	\$2,417,373	4.8%
4 Nutritional supplements	\$1,888,680	3.7%
5 Seasonings and preservatives	\$71,663	0.1%
6 Nuts and seeds	\$53,372	0.1%
7 Dairy products and eggs	\$37,576	0.1%
8 Prepared and preserved foods	\$21,073	<0.1%
9 Beverages	\$16,772	<0.1%
10 Bread and bakery products	\$13,810	<0.1%
11 Chocolate and sugars and sweeteners and confectionary products	\$6,693	<0.1%
12 Canned or jarred organic fruit	\$2,739	<0.1%
13 Meat and poultry products	\$87	<0.1%
14 Fresh fruit purees	\$47	<0.1%
15 Seafood	\$8	<0.1%
Total	\$50,711,515	100%

Note:

1. Values might not add up due to rounding.

Source: Annual Statistical Report on United Nations Procurement (2018)

21 May 2019

Expansion

Spending within the top 7 categories is highly concentrated – cont.

UN expenditure (2017)

3. Pharmaceuticals incl. Contraceptives and Vaccines

#	Category	Total PO Value	%
1	Estrogens and progestins and internal contraceptives	\$11,566,194	28.3%
2	Immunomodulating drugs	\$1,383,971	3.4%
3	Amebicides and trichomonacides and antiprotozoals	\$79,381	0.2%
4	Hormones and hormone antagonists	\$26,866	0.1%
5	Central nervous system drugs	\$6,379	<0.1%
6	<i>Unclassified</i>	\$27,827,428	68.1%
	Total	\$40,890,219	100%

4. Transportation and Storage and Mail Services

#	Category	Total PO Value	%
1	Mail and cargo transport	\$12,852,435	45.2%
2	Passenger transport	\$7,239,786	25.5%
3	Transport services	\$6,347,694	22.3%
4	Transportation repair or maintenance services	\$289,091	1.0%
5	Material packing and handling	\$257,507	0.9%
6	Storage	\$192,561	0.7%
7	<i>Unclassified</i>	\$1,229,895.24	4.3%
	Total	\$28,408,969	100%

Note:

1. Values might not add up due to rounding.

Source: Annual Statistical Report on United Nations Procurement (2018)

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Expansion

Spending within the top 7 categories is highly concentrated – cont.

UN expenditure (2017)

5. Power Generation and Distribution Machinery and Accessories

#	Category	Total PO Value	%
1	Batteries and generators and kinetic power transmission	\$25,994,714	99.5%
2	Electrical wire and cable and harness	\$83,674	0.3%
3	Power generation	\$18,589	0.1%
4	Power sources	\$15,619	0.1%
	Total	\$26,112,596	100%

6. Travel and Food and Lodging and Entertainment Services

#	Category	Total PO Value	%
1	Hotels and lodging and meeting facilities	\$11,848,246	56.9%
2	Travel facilitation	\$3,278,421	15.7%
3	Restaurants and catering	\$1,582,339	7.6%
4	Entertainment services	\$974	<0.1%
5	<i>Unclassified</i>	\$4,113,522	19.8%
	Total	\$20,823,502	100%

7. Building and Facility Construction and Maintenance Services

#	Category	Total PO Value	%
1	Building and facility maintenance and repair services	\$4,894,375	24.1%
2	Nonresidential building construction services	\$2,394,565	11.8%
3	Heavy construction services	\$1,835,931	9.1%
4	Specialized trade construction and maintenance services	\$1,716,598	8.5%
5	Residential building construction services	\$10,304	0.1%
6	<i>Unspecified</i>	\$9,419,613	46.5%
	Total	\$20,271,386	100%

Source: Annual Statistical Report on United Nations Procurement (2018)

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Note: 1. Values might not add up due to rounding.

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13

Southeast Asia

Where to play?

Southeast Asia

UN expenditure on goods and services in all procurement categories

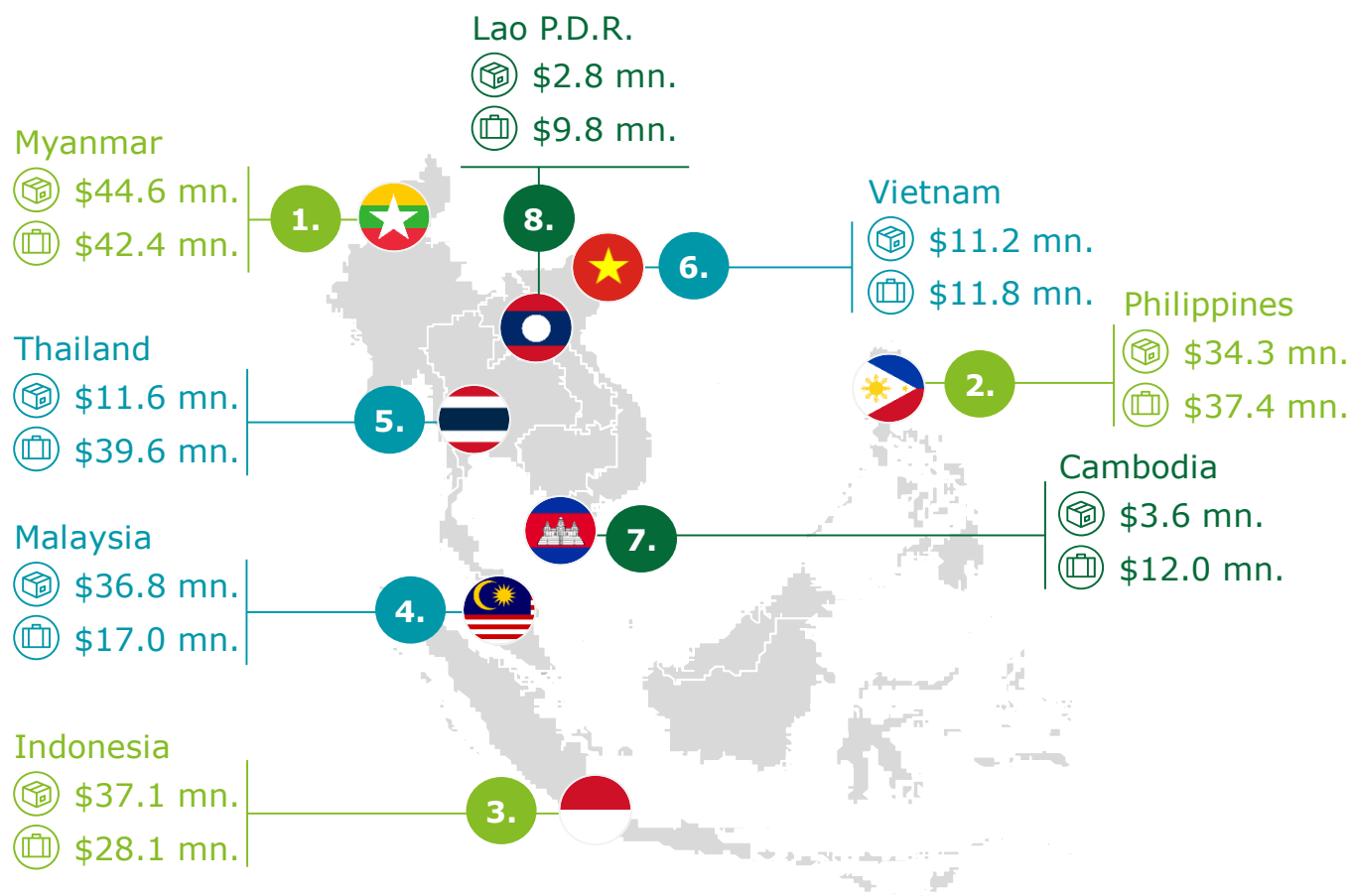
Total expenditure (2017)



Goods: ~ \$182 mn.



Services: ~ \$198 mn.



Source: Annual Statistical Report on United Nations Procurement (2018)

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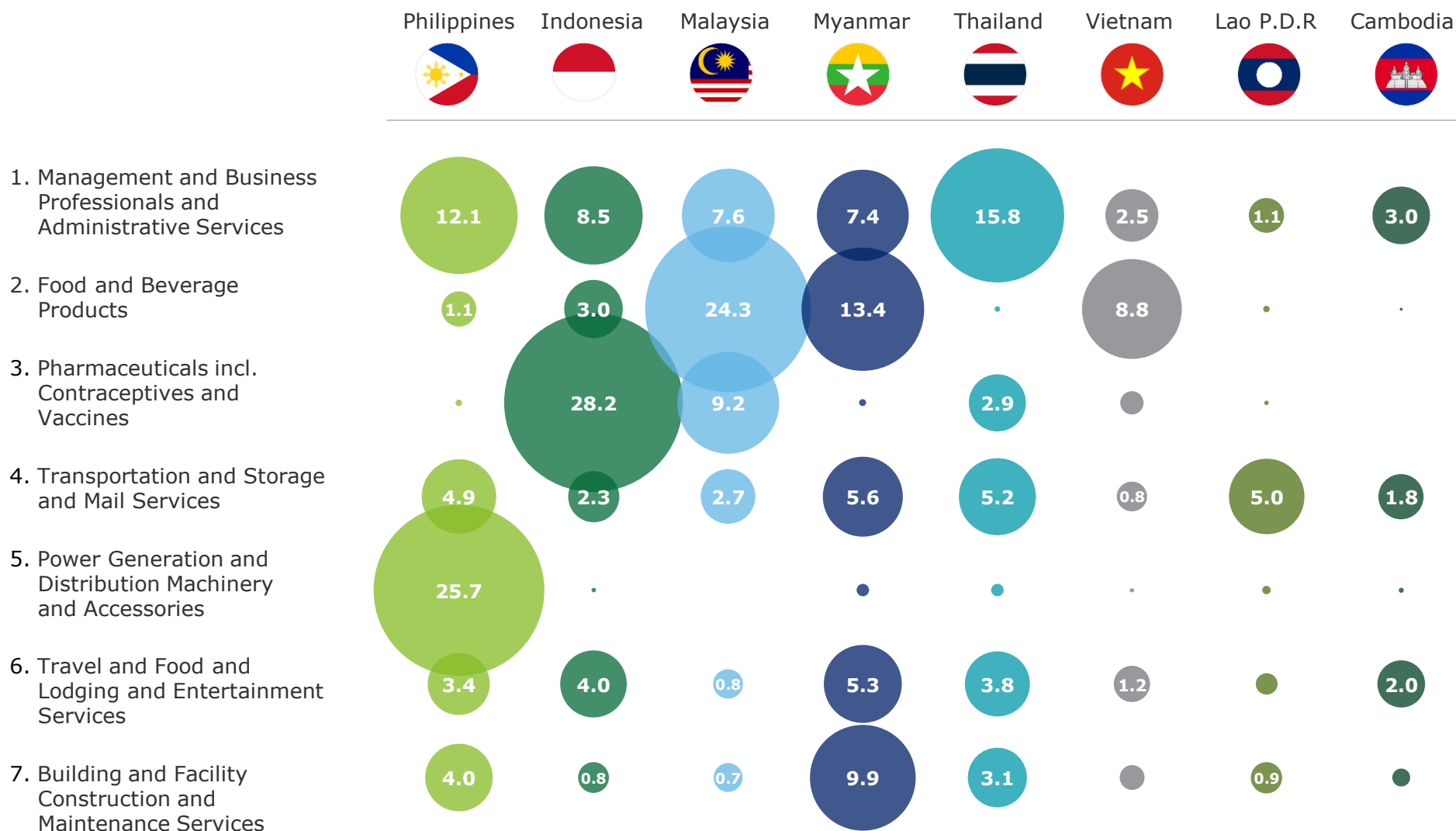
Note: 1. Numbers might not add up due to rounding.

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15

Southeast Asia

UN expenditure on the top 7 procurement categories in SEA



Source: Annual Statistical Report on United Nations Procurement (2018)

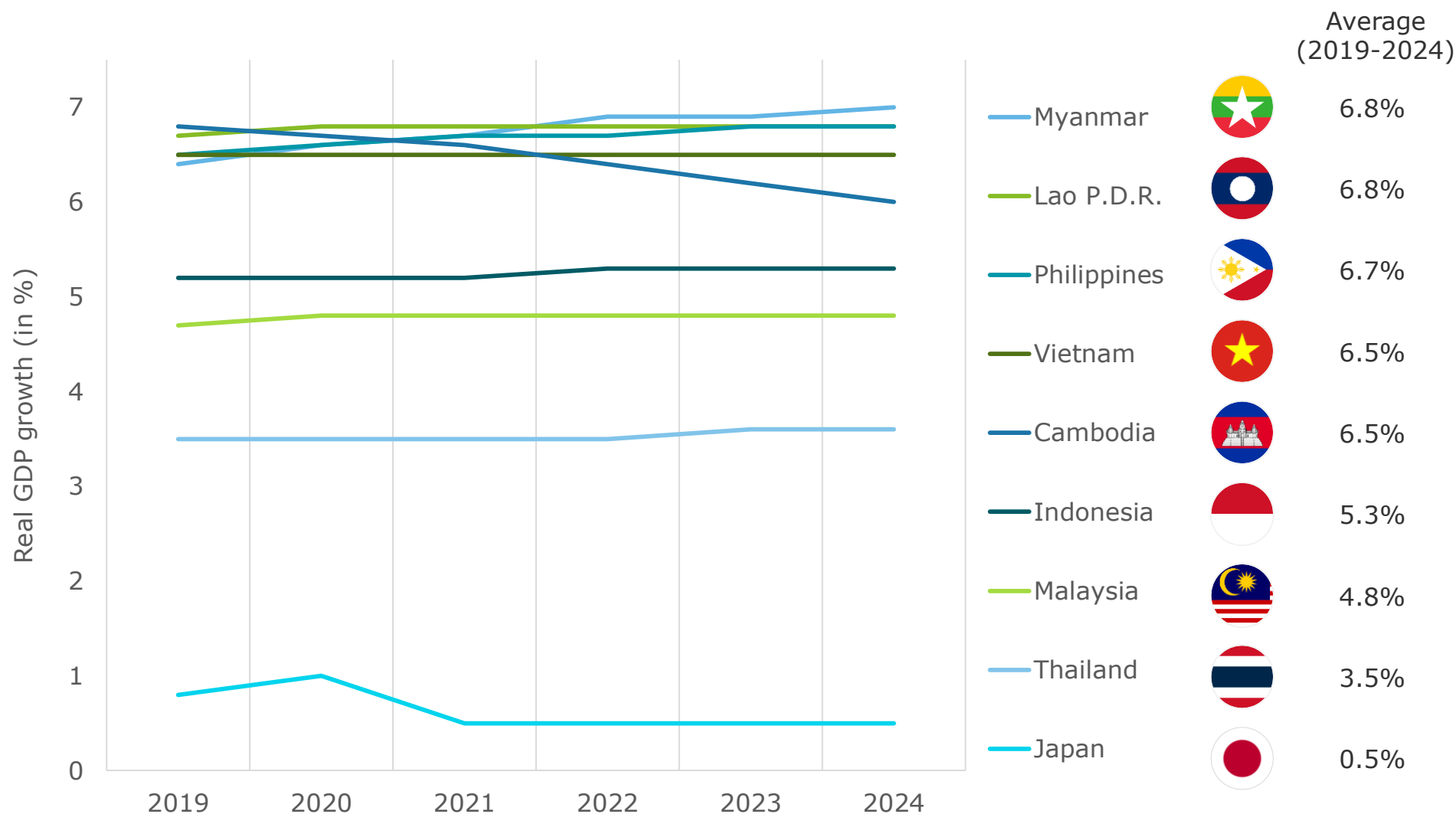
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Note: 1. Values are in USD millions.

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Southeast Asia

Southeast Asian economies will grow tremendously



Source: IMF Data Mapper (2019)

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Procurement

How to respond to the demand?

Procurement

Why UN Agencies need to purchase goods and how?

Humanitarian aid

- Fast-pace
- Short-term
- Reactive
- Causal
- Actions targeted at immediate basic needs
- High media attention
- Majority aid workers = non-nationals
- Target: morbidity/mortality
- Measure: input, output, outcome = results

Example: aftermath of war or natural catastrophe

People

Development aid

- Slow-pace
- Long-term
- Proactive
- Multidimensional
- Actions targeted at root causes
- Low media attention
- Majority development aid workers = nationals
- Target: capacity and sustainability
- Measure: input, output, outcome, impact = results

Example: institutional and economic problems hindering progress

Procurement

Understanding EOIs, Sole Sourcing, CFPs, RFQs, ITBs, and RFPs

Relevant solicitation terms



- Expression of Interest (EOI)
 - Precedes formal bidding
 - Expresses a vendor's interest in bidding on a solicitation
 - Submitting an EOI does not constitute a solicitation



- Direct Procurement (Sole Sourcing)
 - Facilitates the awarding of a contract without competition
 - Used only when justified & when a competitive bidding process is not feasible
 - Typically for smaller contract awards



- Grant Support Call for Proposal (CFP)
 - Request of goods or services on behalf of grant operations
 - Grant supports are transferred from procuring UN agency to grantee
 - Establishes collaboration between vendor and 3rd party institutions that may result in future symbiotic relationships

Solicitation methods



- Request for Quotation (RFQ)
 - Request of goods or services with a total estimated value below \$100,000
 - Short document with standard specifications
 - Lowest price typically wins



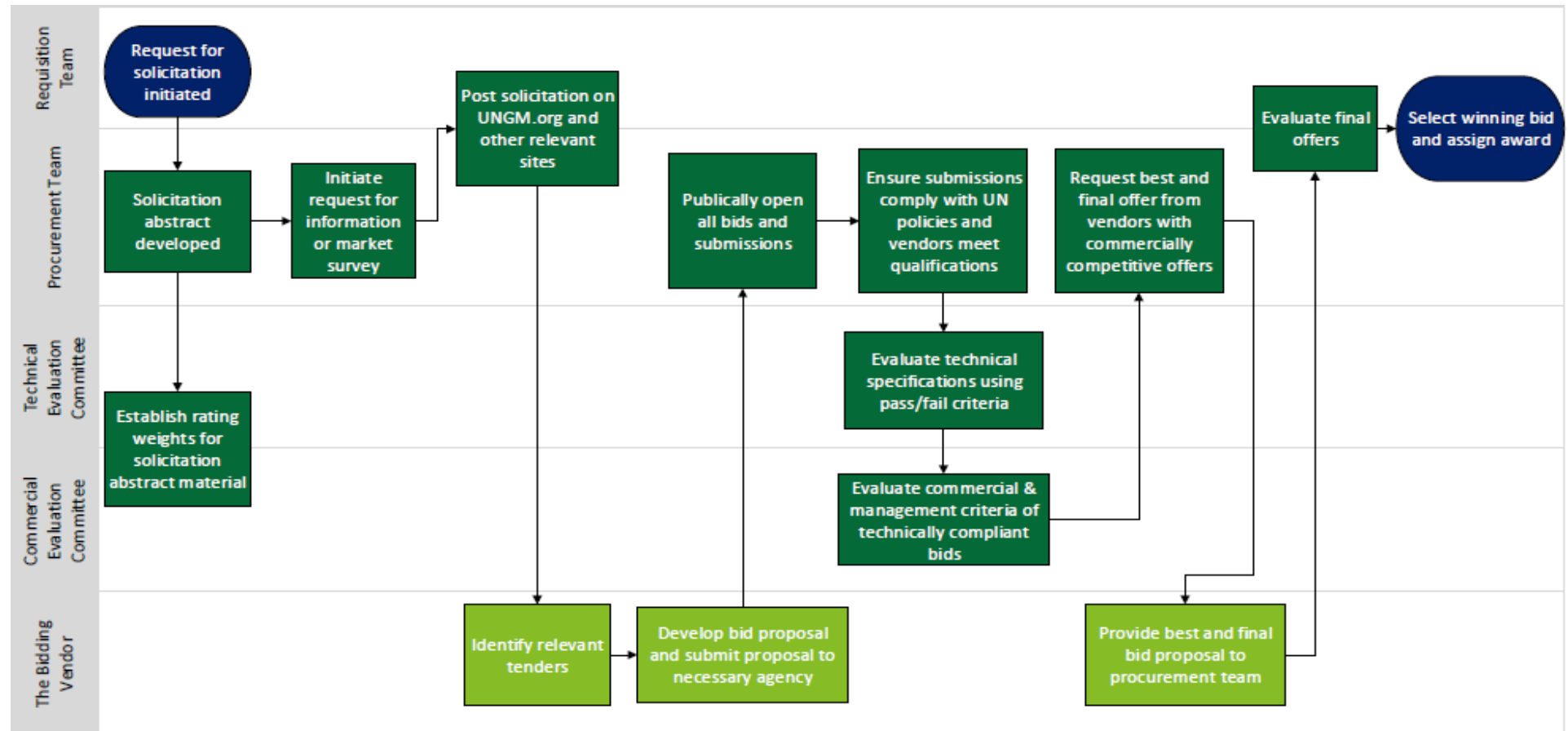
- Invitation to Bid (ITB)
 - Request of goods or services with a total estimated value exceeding \$100,000
 - Method used when large procurement specifications are standard and clear
 - Determining factors include price, technical competency, and compliance



- Request for Proposal (RFP)
 - Request of goods or services that cannot be qualitatively or quantitatively expressed in an ITB
 - Winning bids often possess technical skills and a demonstrated mastery of UN procedures
 - lowest price does not necessarily win

Procurement

One unique process for RFQs, ITBs, and RFPs



UN - I

UN - II

Company

Procurement

The procurement process after a successful bid

There are several activities that a company might be required to be involved in once it wins a procurement bid with the UN. These include:



Pre-contract negotiations and contract agreement



Registration of products with the UN (Country Team HQ) and the target country



Regular meetings with UN and local government staff



Procurement

The approaches to target UN – government and corporations

Government

Patronage Approaches

- Contribute to the UN Budget
- Develop multi-stakeholder partnerships
- Support Southeast Asian governments through improving the implementation of procurement standard operating procedures
- Staff employees familiar with Japanese companies in UN procurement offices
- Advocate for projects relevant to the expertise of Japanese companies

Policy Approaches

- Limit distribution restrictions and ensure uncomplicated distribution
- Review government rules and regulations to ensure they do not interfere with the efficiency of pharmaceutical trading

UN
Agencies

Corporations

Direct Approaches

- Vendor performance on past projects
- Extensions to on-going projects
- Long-term engagement (LTA) participation
- Circulation of vendor contract and performance information across agencies
- Assistance with RFIs
- Meetings with UN project managers

Indirect Approaches

- UNGM account registration
- Maintenance of UNGM account
- Tender Alert Service (TAS) membership
- Receive request for EOI from agencies
- UN Global Compact membership

Procurement

Japan's contribution to the UN is one of the highest globally

Year	Contribution to UN Regular budget in USD	Ranking of member states	Contribution to Peacekeeping operations (PKO) in USD	Ranking of member states
2018	USD260 million	2	USD650 million*	3
2017	USD240 million	2	USD660 million	3
2016	USD240 million	2	USD1.02 billion	3
2015	USD290 million	2	USD690 million	3
2014	USD270 million	-	USD1.3 billion	-

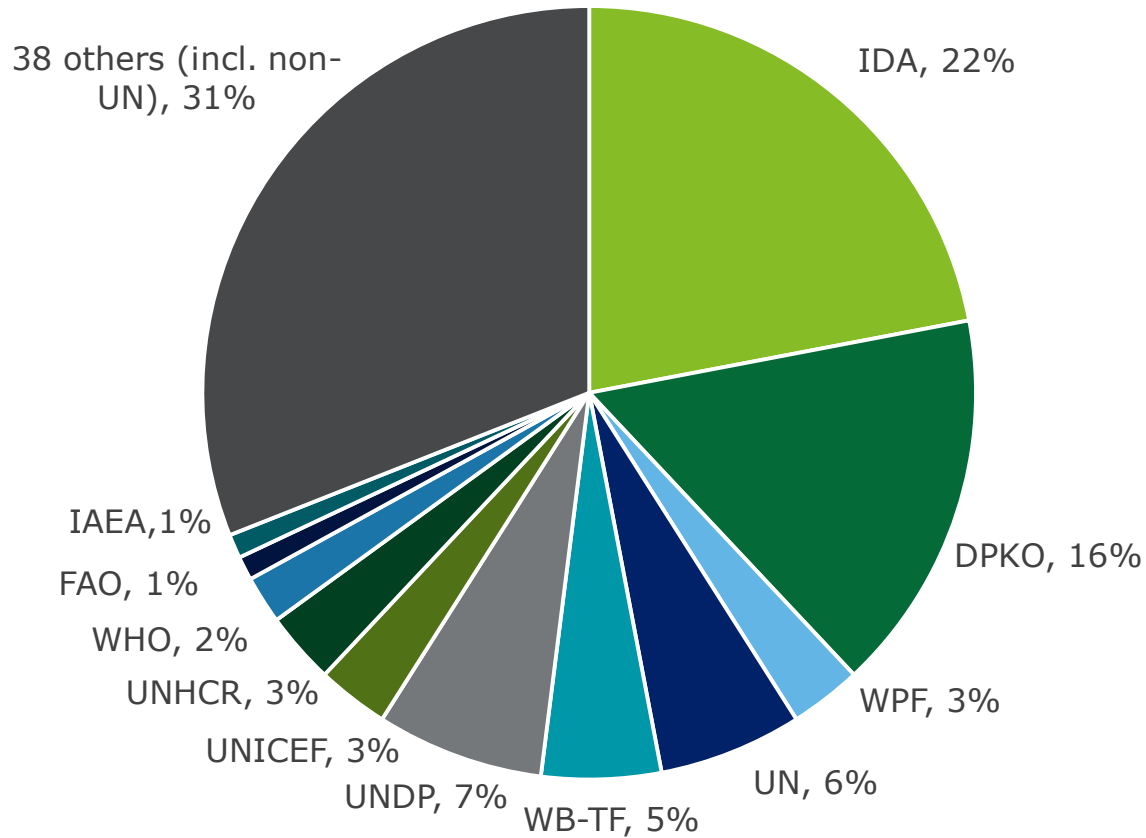
Note: *Estimate made on the basis of the \$6.7 billion UN peacekeeping operation budget for the fiscal year 1 July 2018 – 30 June 2019 and Japan contribution for 2018 (9.68%)

Sources:

- Ministry of Foreign Affairs of Japan. Diplomatic Bluebooks 2015-2018. <https://www.mofa.go.jp/index.html>
- UN Peace Keeping. <https://peacekeeping.un.org/en/how-we-are-funded>
- Assessment of Member States' advances to the Working Capital Fund for the biennium 2018–2019 and contributions to the United Nations regular budget for 2018. <https://undocs.org/en/ST/ADM/SER.B/973>

Procurement

Japan's contribution to international development organizations was USD 5.6 bn. between 2014 and 2016



Abbreviation	Organization
IDA	International Development Association
DPKO	Department of Peacekeeping Operations
WPF	World Food Programme
UN	United Nations
WB-TF	World Bank Trust Funds
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees
WHO	World Health Organization
FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency

Source: Brookings. Globalviews no.8 December (2017)

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Win-win

How to go beyond procurement?



“

“Across the United Nations system, **partnership approaches** are evolving towards deeper and more strategic collaboration focusing on innovation, scalability and impact.”

Report of the Secretary General (A/72/310)

António Guterres, UN Secretary General

Win-win

Partnerships with the UN can go beyond procurement



Philanthropic

Unilateral flow of generic resources to advance a cause that is oftentimes unrelated to the core business (e.g. through charity)



Transactional

Market transaction of goods and/or services that are specific to the demands of the procuring entity without further collaboration

Procurement



Strategic

Co-investment of two or more entities in projects and/or programs creating “shared value” through strategic capabilities and resources



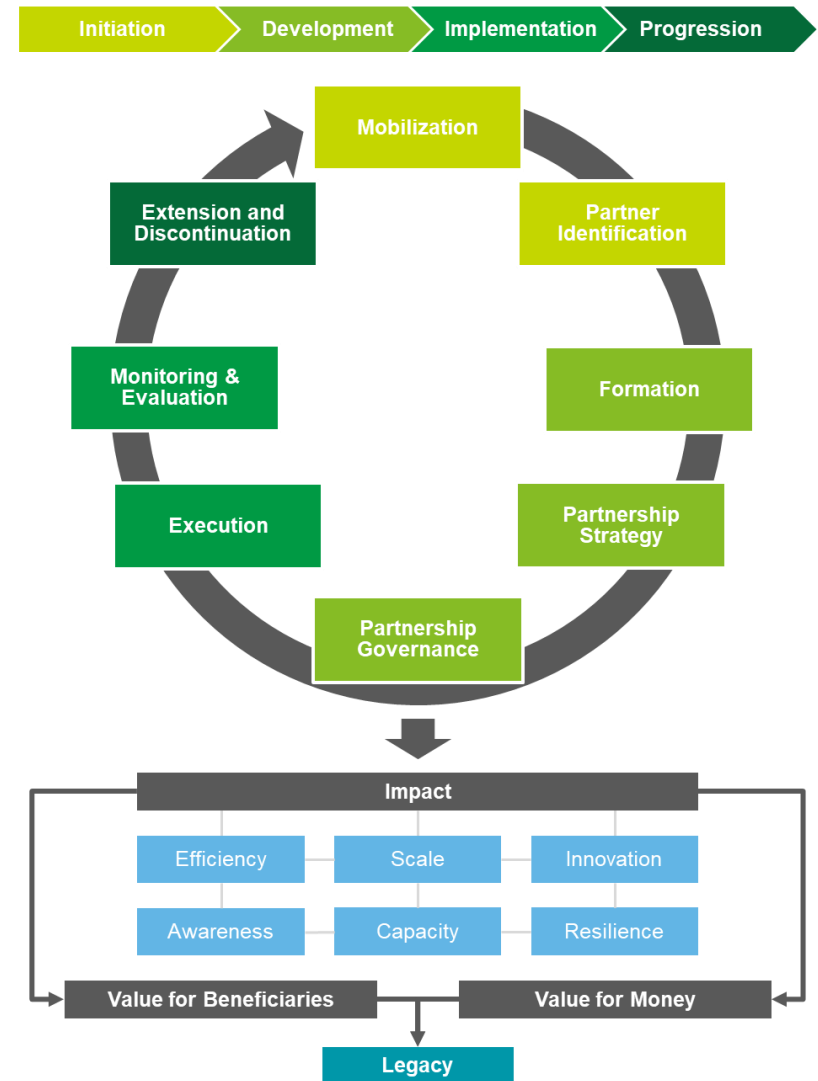
Transformative

Coordination of aligned efforts across multiple entities that are key to the resolution of a common social, environmental, or economic issue

Win-win

Cross-sector partnerships need a strategy to give great rewards

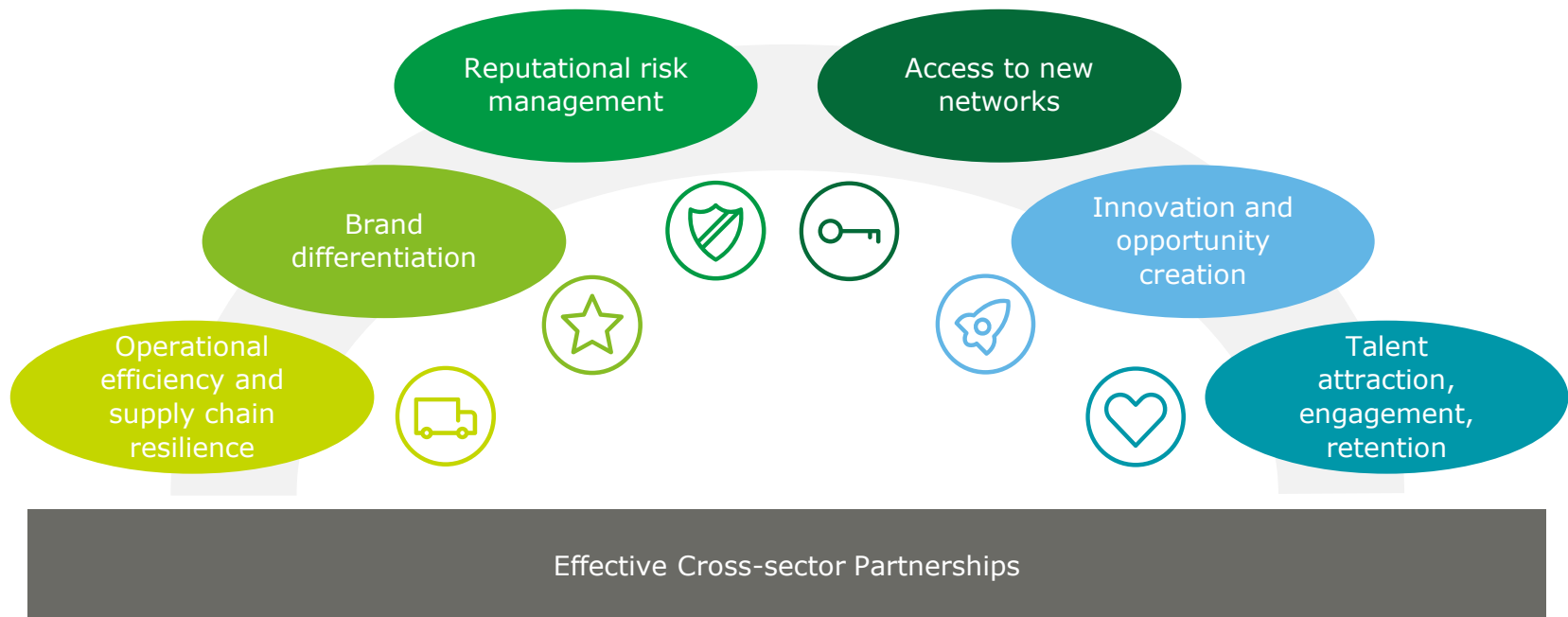
- Most partnerships are characterized by four phases and several steps, each of which requires investment from both partners in terms of staff, time, money, and trust
- Moving from a transactional towards a strategic partnership requires a shift towards value co-creation, knowledge sharing, and the deployment of resources and capabilities that are key to each organizations' success
- It is imperative that each partner is clear about the purpose of the partnership before the signing of the formal partnership agreement and that they communicate their objectives clearly



Source: *Partnership Mobilisation: Discovering and leveraging synergies for mutual value creation* (2018)

Win-win

Partnership rewards can manifest across several dimensions of the business in the short- and long-run

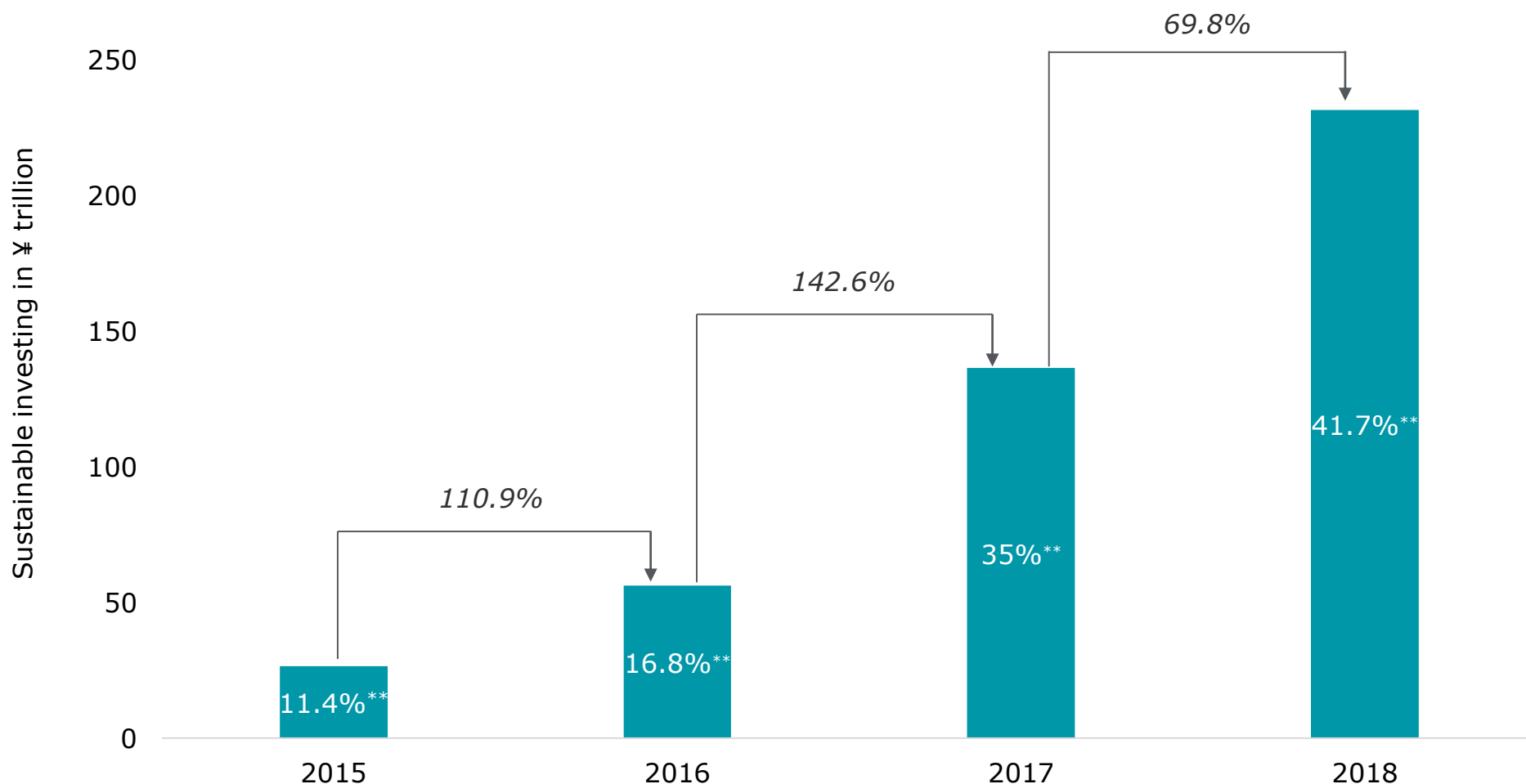


Sustainability Risk Management

How to achieve sustainable business?

Sustainability Risk Management

The momentum for sustainable investing* in Japan is increasing



Note:

- * Sustainable investment categories include: ESG integration, positive screening, sustainability-themed investing, impact/community investing, exercising voting rights, engagement, negative screening, and norms-based screening
- ** Percentages refer to proportion of social investment in relation to total investment in Japan.

Source: Japan Sustainable Investment Forum (2016-2019)

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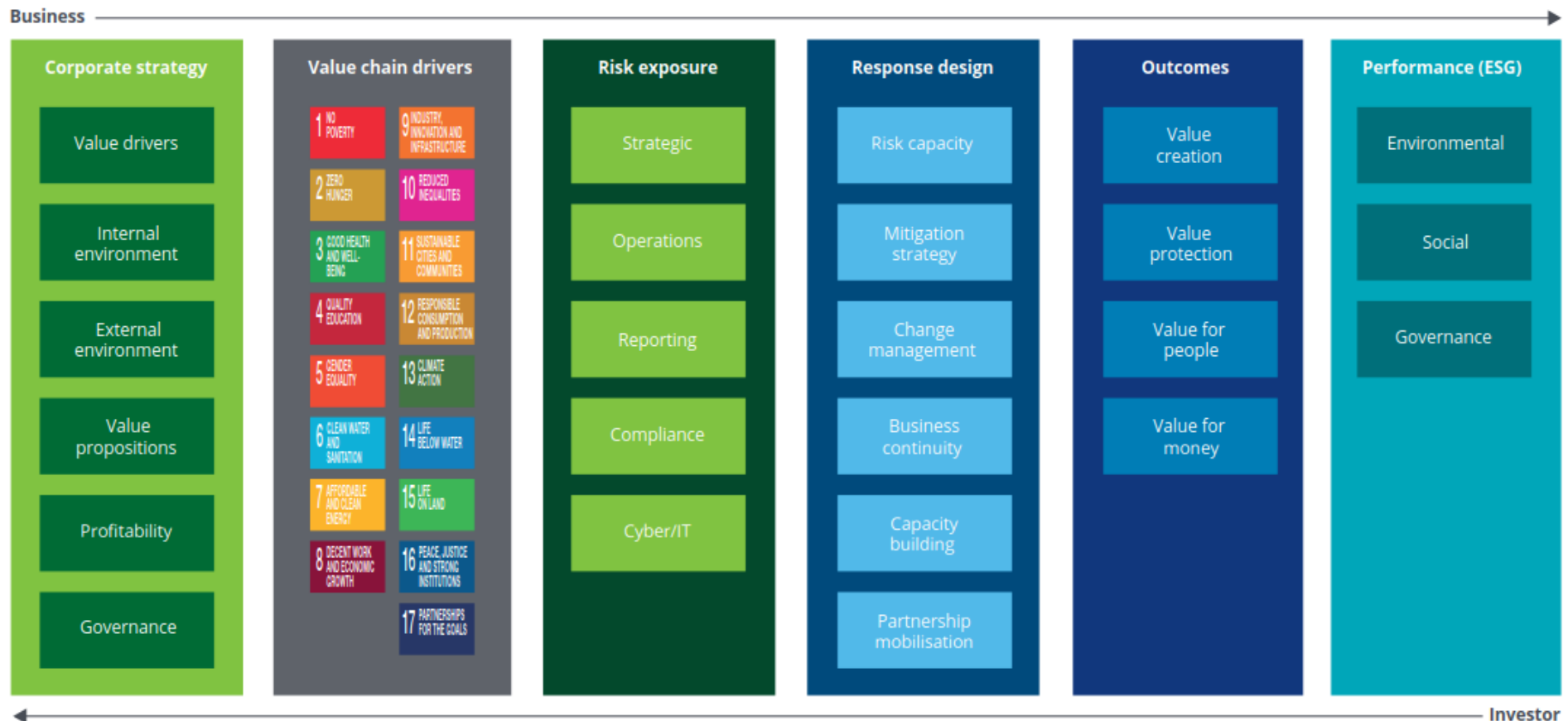
Sustainability Risk Management

Rising investor, consumer, and regulator concerns hold great potential for companies to maximize their contribution to the SDGs



Sustainability Risk Management

Companies can integrate the SDGs and ESG criteria in a holistic way through their risk management to improve performance over time



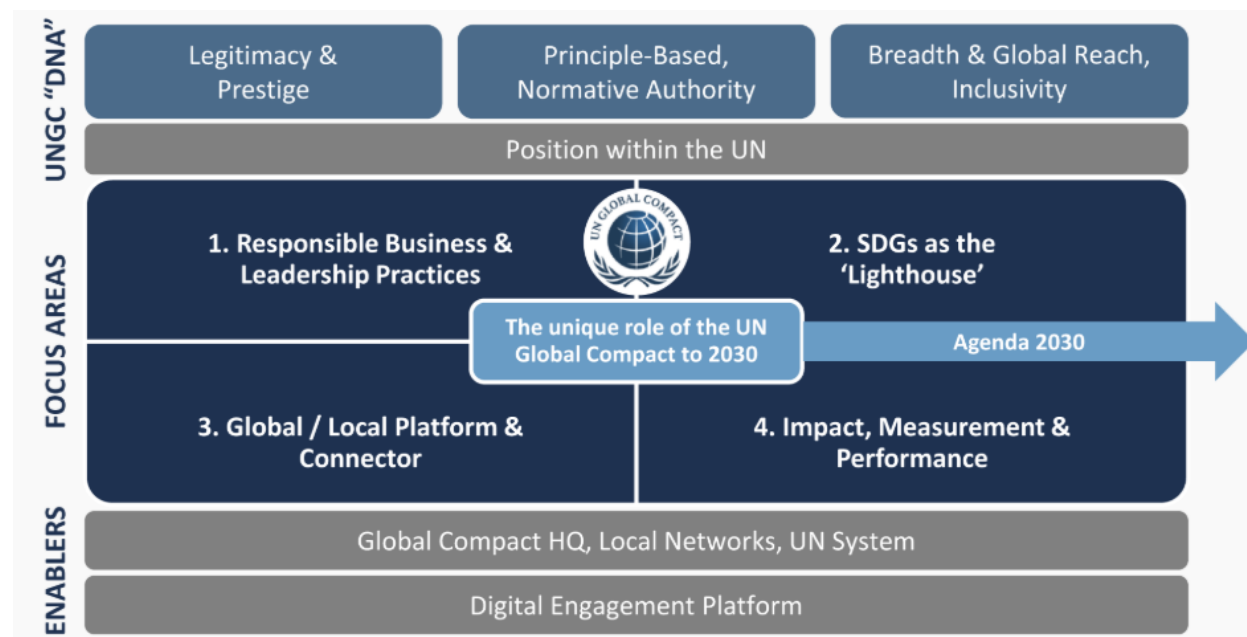
Engaging with the UN

Examples

Engaging with the UN

United Nations Global Compact –

The world's largest corporate sustainability initiative



The UN Global Compact is a voluntary initiative that seeks to advance universal principles on human rights, labour, environment and anti-corruption through the active engagement of the corporate community, in cooperation with civil society and representatives of organized labour.

- United Nations Global Compact (2018)



Focus areas are:

- Environmental
- Social
- Governance
- Sustainable Development
- Financial Markets
- Supply Chain



> 13,000 members, including:

- Academic institutions
- Companies
- Business Associations
- NGOs
- Labour Organizations
- Cities & Public Sector Organizations



Several companies represented attending this workshop have been members for many years

Source: United Nations Global Compact (2018)

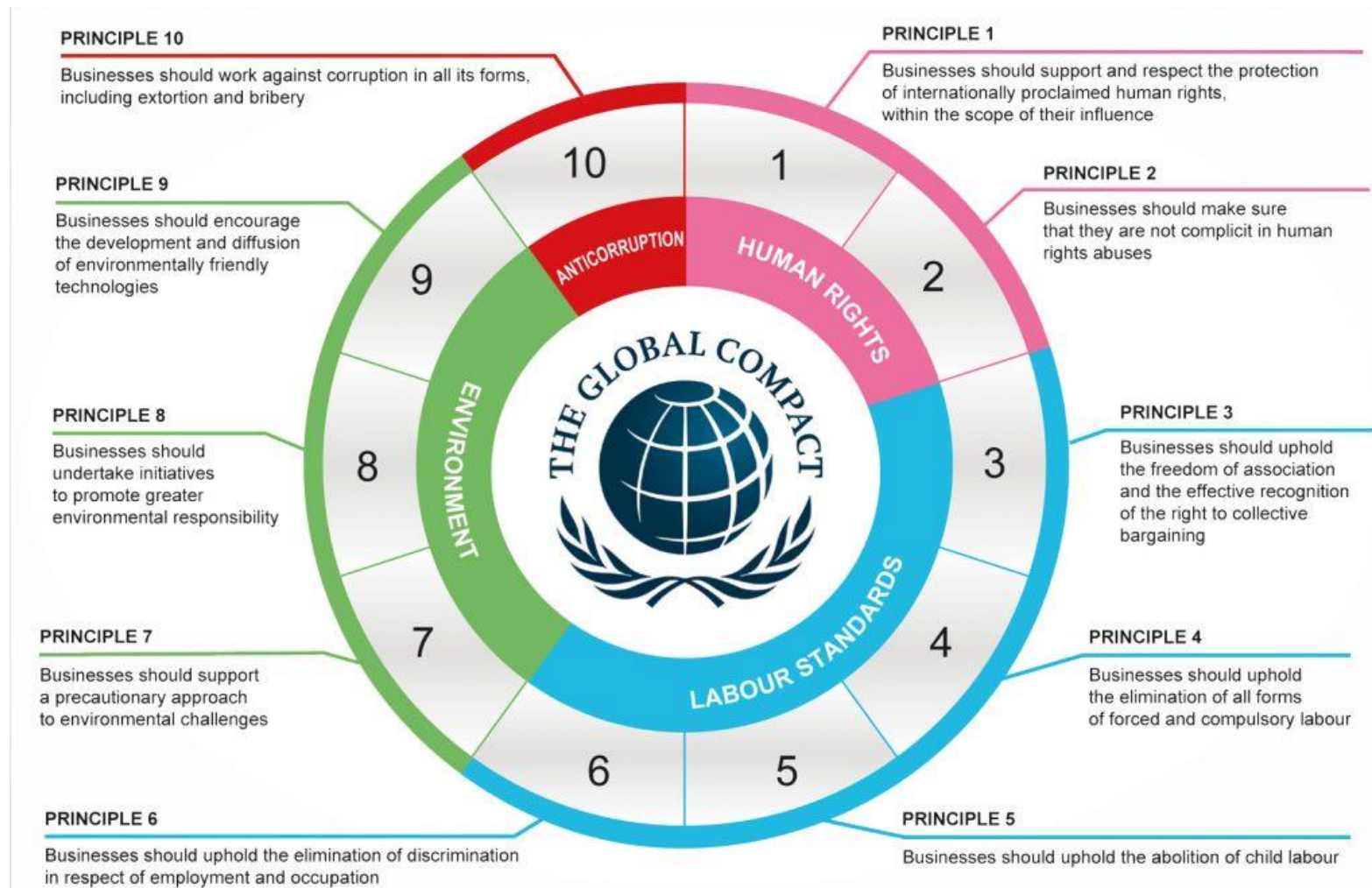
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36

Engaging with the UN

United Nations Global Compact – The world's largest corporate sustainability initiative



United Nations Global Compact (2018)

Engaging with the UN
Microsoft



Engaging with the UN Microsoft

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About 3,64,00,000 results (0.59 seconds)

Microsoft - United Nations Partnerships for SDGs platform
<https://sustainabledevelopment.un.org/partnership/partners/?id=1396> ▼
The below is a listing where the government/entity/organization Microsoft is listed as ... The UN MY World survey has shown that it is both possible and useful to ...

Technology helps the UN advance the protection of ... - Microsoft News
<https://news.microsoft.com/.../technology-helps-un-advance-protection-human-rights-...> ▼
Ensuring justice and reconciliation — and intervening early to prevent atrocities — is in the hands of the United Nations. But how can the UN know when human ...

Microsoft and UN Human Rights Office partner to strengthen human ...
<https://news.microsoft.com/humanrightsun/> ▼
Ensuring justice and reconciliation — and intervening early to prevent atrocities — is in the hands of the United Nations. But how can the UN know when human ...

Microsoft Corporation | UN Global Compact
<https://www.unglobalcompact.org/what-is-gc/.../6584-Microsoft-Corporation> ▼
Type: Company; Country: United States of America; Employees: 95,000; Sector: Software & Computer Services; Ownership: Publicly Listed; Engagement Tier: ...

Technology for human rights: New partnership between UN High ...
<https://www.business-humanrights.org/.../technology-for-human-rights-new-partnersh...> ▼
Microsoft and the United Nations (UN) have announced a five-year "landmark" partnership to develop technology to "better predict, analyze and respond to ...

Microsoft commits \$5 million to 'landmark' United Nations technology ...
<https://venturebeat.com/.../microsoft-commits-5-million-to-landmark-united-nations-te...> ▼
May 16, 2017 - Microsoft and the United Nations (UN) have announced a five-year "landmark" partnership to develop technology to "better predict, analyze and ...

Microsoft and United Nations team up for 'landmark' human rights ...
<https://www.geekwire.com/.../microsoft-and-united-nations-team-up-for-landmark-hu...> ▼
May 16, 2017 - Microsoft and the United Nations today announced what they called a "landmark" five-year partnership to support human rights work.

UN agencies and Microsoft join hands to create jobs for communities ...
www.undp.org/.../un-agencies-and-microsoft-join-hands-to-create-jobs-for-communit... ▼
May 23, 2017 - United Nations agencies and Microsoft today signed an agreement to work together to create jobs for communities affected by the Syria crisis.

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U.N. backs Apple, calls encryption fundamental to freedom | Cult of Mac
<https://www.cultofmac.com/.../u-n-backs-apple-calls-encryption-fundamental-to-the-e...> ▼
Mar 3, 2016 - The United Nations is standing behind Apple in the company's fight against the FBI over whether the federal government can compel the ...

APPLE Project - United Nations Partnerships for SDGs platform
<https://sustainabledevelopment.un.org/partnership/partners/?id=8855> ▼
Ghana Climate Care Project. The Ghana Climate Care Project aims to educate, advocate, and offer practical adaptation activities in climate-affected ...

United Nations Apps on the App Store - iTunes - Apple
<https://itunes.apple.com/us/developer/united-nations/id439971125> ▼
Download apps by United Nations, including United Nations Visitor Centre.

UN News by United Nations on Apple Podcasts
<https://itunes.apple.com/us/podcast/un-news/id304114245?mt=2> ▼
Download past episodes or subscribe to future episodes of UN News by United Nations for free.

UN Demands Answers From Apple Over VPN Removal in China
<https://wccftech.com/un-apple-vpn-removal-china/> ▼
Aug 7, 2017 - UN special rapporteur has sent a letter to Tim Cook asking him several questions about Apple's decision to comply with Chinese demands.

Flag: United Nations Emoji on Apple iOS 12.1 - Emojipedia
<https://emojipedia.org/apple/ios-12.1/flag-for-united-nations/> ▼
This is how the Flag: United Nations emoji appears on Apple iOS 12.1. It may appear differently on other platforms. iOS 12.1 was released on Oct. 30, 2018.

Apple Hit By China Foxconn Factory Report-UNPAN - United Nations ...
www.unpan.org/Regions/.../Apple-Hit-By-China-Foxconn-Factory-Report.aspx?... ▼
Mar 29, 2012 - The US Fair Labor Association (FLA) was asked by Apple to investigate working conditions at Foxconn after reports of long hours and poor ...

UN human rights watchdog sends Apple letter over China VPN - ZDNet
<https://www.zdnet.com/article/un-special-rapporteur-apple-letter-china-vpn-demands/> ▼
Aug 7, 2017 - A leading human rights expert for the United Nations has sent a letter to Apple to ask why the company removed the majority of VPN providers ...

Engaging with the UN

Bill and Melinda Gates (Microsoft)



Engaging with the UN
Bill and Melinda Gates (Microsoft)



Engaging with the UN

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HIV Vaccine Design

Overview

HIV is one of the world's primary health concerns. Researchers at Microsoft are applying their advanced technology in to the fight against the virus. Computational tools are available to help researchers analyze large amounts of data to improve vaccine distribution.

In the news

[Washington Post, 2016](#)

[Geek Wire, 2013](#)

[Fast Company, 2012](#)


[Microsoft Blog, 2011](#)

Microsoft


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How do you improve vaccine distribution with big data?

MERCK

125 YEARS

Customer

Merck & Co., Inc.

Products and Services

R Server

Industry

Pharmaceuticals

Organization Size

Corporate (10,000+ employees)

Country

United States

June 22, 2017

Print

Microsoft's advanced data analysis capabilities are being applied to Merck's therapeutic sciences to improve patient care. For example, every year pharmaceutical companies are forced to discard inventory such as flu vaccines due to temperature fluctuations or, in industry terminology, excursions. In order to preserve the potency of vaccines, proper temperatures must be maintained throughout storage, handling, and shipping. Special thermal-protection containers equipped with temperature-recording sensors are used to transport these vaccines. This temperature-controlled supply route is known as the cold chain. Microsoft R Server for Hadoop is now being used to analyze the various factors that affect the cold chain such as origin, destination, shipment route, external weather, and logistics providers. This analysis provides invaluable data that subsequently identifies variations that contribute to temperature excursions in order to mitigate them. This in turn preserves the vaccines that save the lives of countless people every year.

Big data is often thought of mainly as a tool to analyze financial data and consumer behavior. At

Engaging with the UN LEGO



Engaging with the UN LEGO



© 2015/UNICEF/ Sudeshan Reddy

Towards sustainable, systemic change in South Africa

Poverty and inequality have profound negative impacts on children's developmental outcomes, and more intensely for younger children. In South Africa, where poverty levels are high (55.7% among children under 18) and is one of the most unequal societies in the world (GINI coefficient 0.65 in 2011), the need for comprehensive early childhood development services and programming is more imperative.

and programmes and has included play-based learning as a fundamental principle in the National Integrated Early Childhood Development Policy, bringing play-based learning into classrooms and pre-school facilities nationwide. The partnership in South Africa has the potential to benefit 3 million children under 10 who are receiving support and care from parents, caregivers and educators who have been taught to understand and use play as a tool for stimulation and learning.

Thanks to the partnership with the LEGO Foundation, the South African government is working on changing policies



Engaging with the UN LEGO



© UNICEFUkraine/2015/Hetman

build more peaceful societies.

Since 2015, the LEGO Foundation has made an in-kind contribution of LEGO play materials and trained practitioners and staff to support play as a strategy to alleviate trauma and stress reaching over 320,000 conflict-affected children in Ukraine, Iraq, Egypt, Turkey and Jordan.

Play as a strategy to alleviate trauma and stress of conflict affected children

UNICEF figures show that globally one in 11 children aged 6 or younger has spent the most critical period of brain development growing up in conflict. Emergency settings pose a multitude of risks to young children and their families, and can have adverse effects on young children's development.

Play can be a powerful strategy to help children establish routines and regain a sense of normalcy, as well as to help build young child's resilience. Furthermore, play can contribute in the long term to



Engaging with the UN
IKEA



Engaging with the UN IKEA

FEATURES & MATERIALS

ROOF AND WALLS

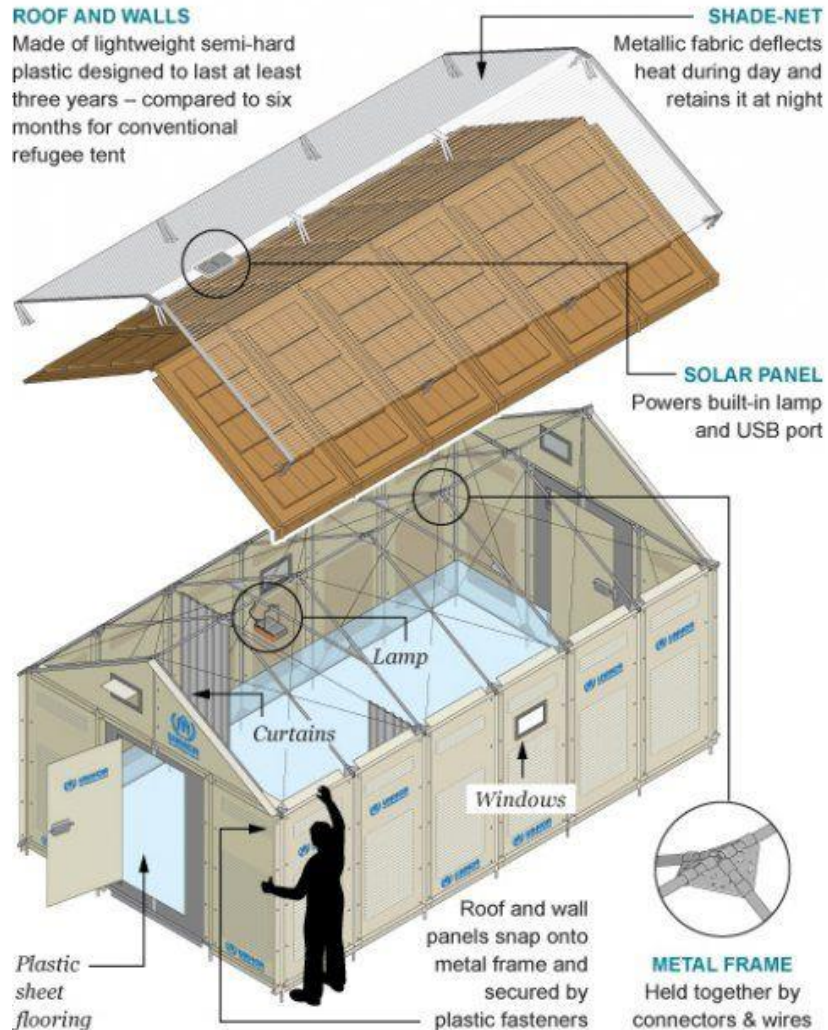
Made of lightweight semi-hard plastic designed to last at least three years – compared to six months for conventional refugee tent

SHADE-NET

Metallic fabric deflects heat during day and retains it at night

SOLAR PANEL

Powers built-in lamp and USB port



MEASUREMENTS

SIZE

188 square feet

WEIGHT

100kg

HOUSES

Five people

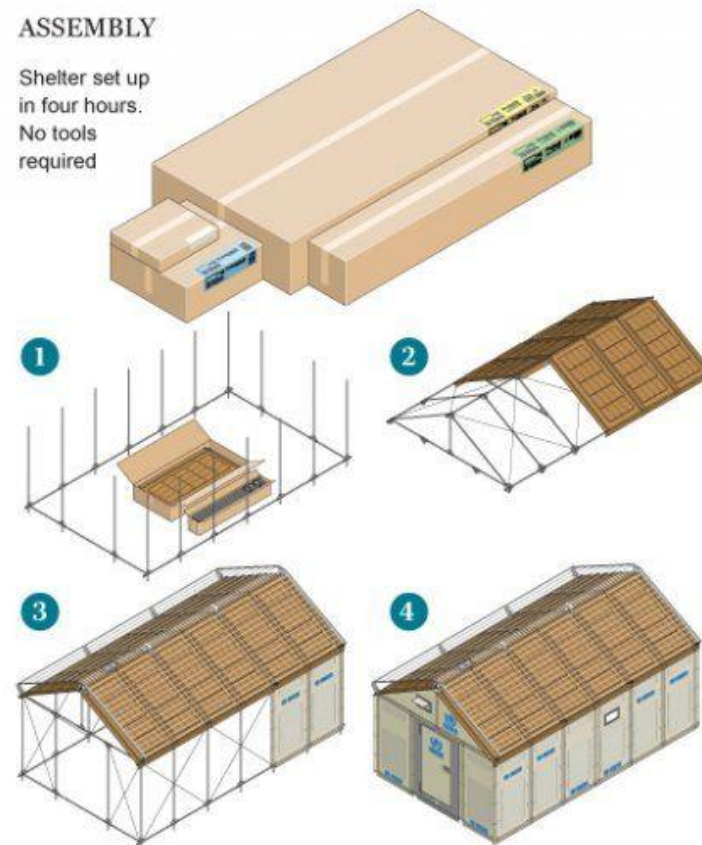


COST

£638 per unit once in mass production

ASSEMBLY

Shelter set up in four hours.
No tools required



SOURCES IKEA FOUNDATION | GRAPHIC NEWS



Thank you for your attention!
My name is Rui san, and it
was my pleasure to be with
you today.



Contact Information

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