

How we add value

Our partners request UNOPS support to supplement their own capacities, improve speed, reduce risks, boost cost-effectiveness or increase quality. Our unique position, history and approach allow us to add value to our partners' projects in a number of ways.

UNOPS is a not-for-profit organization and conforms strictly to the ideals and values of the United Nations. But we are fully self-financing — prompting efficiency and financial discipline.

Flexible

We are flexible, with streamlined procedures that allow us to adapt to partner needs and changing conditions, in order to implement operations quickly, effectively and professionally.

We employ thousands of highly qualified staff with extensive experience in project implementation, particularly in our service and focus areas (see page 18). This size, scope and track record allows partners to benefit from economies of scale, shared knowledge and specialized expertise.

Results focused

As a provider of professional implementation services, a focus on high-quality results is built into the culture of UNOPS. We will not work on a project that we do not believe in, and if we see

room for improvement we will work closely with our partners to boost the project's chances for success. This ability to manage for consistent quality was recognized in 2011 with the ISO 9001 certification. Our skill at implementing projects on the ground is backed up with expertise at the design, and monitoring and evaluation phases, through our Physical Infrastructure Design Unit and Applied Research Unit.

Transparent

As a United Nations organization our transparent, accountable management services meet the highest international standards. This is evidenced by the unqualified audit opinion we received from external auditors for the biennium 2008-2009.

We have a strong belief in national ownership of development initiatives. By working closely with governments and communities we ensure increased sustainability for the projects we support.

Whenever possible we promote three cross-cutting concerns: the development of national capacity,



In 2010 UNOPS implemented \$1.27 billion

gender equality and the empowerment of women and environmental sustainability. By keeping these considerations in mind during project planning and implementation we help partners increase the impact of their projects.

“It is fitting that UNOPS be recognized for its achievement, not only for designing and building a beautiful complex, but also for nurturing promising Afghan construction companies over the years.”

- Phil Lamade,
USAID Agreement Officer on the
Kabul Schools Program, Afghanistan

Accountable

We provide timely and thorough reporting of financial and operational results. Since 2011 partners can access up-to-date financial and project data through the secure Partner Centre website, giving them clear insight into operations and spending.

Our role within the UN means that during periods of conflict or crisis we maintain a physical presence on the ground.



In 2010, we introduced the Project of the Year award, designed to better identify and share best practice within the organization and with our partners and to be an effective vehicle for acknowledging hard work and operational excellence (see case studies on page 8,9, and 35).

Labour-based approach

At UNOPS we believe that securing decent work and ensuring a minimum income empowers families and promotes early economic recovery after a crisis.

Wherever possible we try to hire local people to provide the labour needed to implement our partners' infrastructure projects, by applying a labour-based approach.

Our labour-based infrastructure operations engage community groups or local contractors to deliver durable and sustainable work that meets international standards. This helps to restart local economies, provide livelihoods and develop useful skills in the local population, in line with our commitment to enhance national capacities.

The amount of work created for local communities through these methods is measured in days of paid labour. Almost 15 percent of all UNOPS-supported projects in 2010 had the capacity to measure the number of labour days they created for beneficiaries. These 113 projects alone generated almost **8.2 million days of paid work** for people in need in 2010.



To ensure project success, UNOPS aims to involve local communities in all phases, from design, to selecting the workforce, to maintenance. **Photo:** UNOPS

of projects on behalf of our partners



We spent \$64.2 million administering them





Women preparing wire baskets known as gabions as part of the Rural Access Improvement Project funded by Sweden in northern Afghanistan. The gabions will be filled with stone and used to rehabilitate roads in the Sar-e-pul and Samangan provinces. **Photo:** UNOPS

Case study 1: Road improvement in Afghanistan



Best in category

For four years UNOPS has been working on a Swedish-funded road improvement project in Afghanistan. As well as implementing a quality project we have added value in a range of ways.

The isolated Sar-e-pul and Samangan provinces are located in the northern part of Afghanistan. Over 90 percent of the 800,000 people in the region derive their livelihoods from agriculture but low production has created poverty and food shortfalls. Many people have to depend on the import of supplies from other rural areas.

The Swedish International Development Cooperation Agency (Sida) is funding the Rural Access Improvement Project to improve access to food, education and health services by constructing and repairing roads and bridges. UNOPS is implementing the project through a capacity building partnership with the Afghan Ministry of Public Works.

We were initially chosen as the implementation partner by rapidly responding to a request from Sida to construct three steel bridges in Sar-e-pul province

before snow limited access in 2007. This enabled the World Food Programme to deliver much needed food aid to the region in time for the winter and gave Sida confidence in our ability to deliver quality results quickly.

“The new roads have really changed our lives. Now we can access schools, hospitals and markets easily. We have no problem going to work in the provincial capital now and people are earning a lot. This also brings peace and stability to our district as people are busy and have no time to fight.”

*- Mohammadullah,
a farmer talking about the Rural Access
Improvement Project in the provinces of Samangan
and Sar-e-Pul of Afghanistan funded by Sida*

Since its launch, the project has constructed 65 kilometres of gravel roads, 20 kilometres of asphalt roads and three steel bridges and kept four passes free of snow.

The project generated temporary employment for almost 8,000 local people and compared to 2007, both travel time and costs have been reduced, which has benefitted an estimated 680,000 people living in the target areas.

“The new roads have really changed our lives. Now we can access schools, hospitals and markets easily,” said Mohammadullah, a farmer who participated in the project as a labourer on road works in Khuram, Samangan. Before the roads were built, he only allowed his sons to attend school because of his family’s remote location, but with increased access he now feels it is safe enough to allow his daughter to make the journey as well.

In line with UNOPS commitment to mainstream gender considerations in our operations wherever possible, the project staff devised an approach to increase female employment in this extremely traditional region.

From the start two female community liaison officers were employed to reach out to local community leaders in order to get permission for women to take part in the labour-based works. This approach was a success and 105 women were eventually employed to use an innovative gravel screening technique, providing raw materials for resurfacing works and valuable income.

In addition to building the capacity of the ministry and providing valuable cross-cutting gender inputs to the project, UNOPS has taken a strong stance on non-performing contractors and two such contractors were put on the UN’s list of suspended vendors for poor delivery.

The project has been praised by Sida headquarters for responsive communications and timely reporting during its lifespan. The Governor of Sar-e-Pul province also provided a letter of appreciation for the quality of the new road infrastructure in the region.

The confidence of both donor and beneficiary in our ability to add value led to the engagement of UNOPS for a second phase of the project.

Case study 2: Support to Mine Action in Nepal



Best in category

A small and dynamic project in Nepal to develop national capacity is a standout example of successful support to mine action, collaboration with partners and delivering ‘more for less’.

Since 2007, UNOPS has provided technical support to the Nepalese government to sustainably deal with the problem of land mines and other explosive remnants of war (ERW), following an end to the armed conflict in 2006. This has included recruiting mine action consultants and trainers, procuring machinery and equipment and administering contracts to support the mine action goals of Nepal’s Ministry of Peace and Reconstruction, and the Nepal Army Mine Action Coordination Centre (NAMACC) within the UN Mine Action Team (UNMAT).

The project is unique amongst other UNOPS-supported mine action projects due to its advisory rather than direct implementation role. In 2010, the project worked on a Capacity Development Plan for achieving measurable results and support to the newly established Mine Action Section within the Ministry of Peace and Reconstruction.



The project provided mine risk education to Nepalese people, explaining how to recognize and avoid landmines and other explosive remnants of war. **Photo:** UNMAT



Staff from the UN Mine Action Team in Nepal undertake a review of ordnance before disposal. *Photo: UNMAT*

The project also successfully supported UNMAT's awareness raising goals through the production of reports, newsletters and press releases. This led to positive local media coverage with The Kathmandu Post describing the mine clearance work as a "successful story for the world to replicate".

UNOPS added value by responding quickly to the changing needs of partners to ensure that appropriate resources were available as required. For example, following the achievement of its 2010 capacity development goals, the project steadily reduced its number of personnel, creating a return on investment acknowledged and appreciated by all partners.

By involving NAMACC in every stage, UNOPS helped support national ownership of the capacity development goals. The result is that NAMACC can now conduct most of its own mine clearance training and plan, implement and manage mine clearance operations according to International Mine Action Standards. This will eventually give Nepal the capability to deploy platoons for international UN Peacekeeping missions. NAMACC has also increased its capacity in financial management, logistics, external relations and quality management.

With the support of UNMAT, the Nepal Army has cleared over 224,924 square metres of mines and

other ERW, releasing more than 5,300,000 square metres for the benefit of the local communities. This project is funded by UN Peace Fund for Nepal and United Nations Mine Action Service.

In June 2011, Nepal was officially declared free of existing landmines.

“The UNOPS-implemented UN Mine Action Team in Nepal have been instrumental in supporting the clearance of more minefields in 2010 than any other year by providing consistent, timely and appropriate support to the Government of Nepal and the mine action community as a whole.”

*- Office of the Joint Secretary,
Government of Nepal Ministry of Peace and
Reconstruction*

Management advisory services

UNOPS is providing management advisory services in response to a growing demand to enhance project implementation, infrastructure and procurement capacities in developing countries.

The Executive Board has asked UNOPS to increase its contributions to national capacity development within areas of its mandate and core competencies.

We are focused on providing advisory services to governments in physical infrastructure, project management, and procurement and supply-chain management. We are building on our established partnerships, our hands-on experience in providing project implementation services, and our reputation for operational excellence based on international best practice standards.

“Building on its traditional role of implementing projects and buying goods and services for partners, UNOPS is now sharing its extensive knowledge, helping to complement and develop national capacities.

“This is how we can enhance our contributions to results and the sustainable development of our partners.”

- Jan Mattsson,
UNOPS Executive Director

UNOPS management advisory services are firmly rooted in international commitments, such as the Paris Declaration, as well as in UNOPS own core values to promote national ownership and capacity.

UNOPS has extensive experience relevant to the public sector in developing countries. Our management advisors are placed individually or in small teams and work side-by-side with partners who need support.

We believe that tailoring international best practices to local conditions and working collaboratively with partners is the best way to fulfil their aspirations of implementing change to achieve operational excellence.

Typical engagements could include:

- Helping governments build project implementation capabilities by improving processes and training staff at different levels, for example improving a department of civil works' capacity in relation to building roads or a ministry of public health's capacity in relation to building hospitals or clinics.
- Helping governments improve their public procurement and supply chain management capabilities by improving processes and training staff. Working with UNOPS strategic partner, the Chartered Institute of Purchasing and Supply, this could include institutional certification or individual qualifications.

Quality

In UNOPS, quality means continually getting better at the things that our partners want from us. This means completing our partners' projects on time, within budget and in line with their expectations. It means ensuring that the results we deliver really benefit the communities where we work.

In 2010, significant progress was made in providing partners with management services that meet world-class standards of quality, speed and cost-effectiveness. An unqualified audit for the biennium 2008-2009 testified to our strengthened financial and management controls. And increased partner confidence translated into record levels of demand for UNOPS services.

In line with UNOPS strategic plan we continue to strive for external certification of core management functions, business processes and personnel. This allows our partners to enjoy business practices which reflect leading international standards.

ISO 9001 certification



This work resulted in UNOPS gaining the prestigious ISO 9001 quality management system certification in June 2011. UNOPS is the first UN organization to have its global management systems certified to ISO 9001.

As part of the process, UNOPS documented core business practices in our Practice and Quality Management System. During the ISO 9001 audit

in 2011 we were able to prove that we consistently follow and refine these processes.

Our project management processes relate to how we formulate agreements with partners on what UNOPS is going to deliver on their behalf. They detail how we communicate with partners on progress and the systems we have in place if plans change.



An internal campaign to promote the use of processes to drive quality management. **Photo:** UNOPS

Our procurement processes allow us to evaluate suppliers for performance in past contracts before awarding new ones. Our human resources processes detail how we ensure that people have the right skills to succeed in their jobs. And all the

“...bringing best practice in procurement and supply chain [management] from leaders outside the UN will contribute to effective and efficient delivery of the UNOPS services.”

- Lodovica Longinotti,
Development Cooperation Advisor on behalf of the Director General for Development
Cooperation for the Italian Ministry of Foreign Affairs,
to the Executive Board, June 2011

while, our financial processes ensure that we remain financially sustainable while acting with accountability and transparency.

Procurement certification



UNOPS has been awarded the Chartered Institute of Purchasing and Supply's (CIPS) Certification in Procurement Policies and Procedures. This is a major achievement and

UNOPS is currently the only UN body to hold this certification. The CIPS certification demonstrates that UNOPS has sound procurement policies, processes and procedures, verified and monitored by an independent body. UNOPS is the first organization to have undergone the certification since a section on sustainable procurement was introduced.

New accounting standards

UNOPS is adopting International Public Sector Accounting Standards (IPSAS) as of 1 January 2012. This change to full accrual accounting within UNOPS is in line with a General Assembly

resolution that approved the adoption of IPSAS by the United Nations system organizations. UNOPS will strengthen transparency, accountability and overall financial management through its implementation of IPSAS.

New infrastructure contracts

Our new contracts for infrastructure works are based on those of the International Federation of Consulting Engineers (FIDIC) and tailored for use in a United Nations context, providing clear, flexible mechanisms to suit all sizes of project. These have been developed with pro bono support from global business law firm DLA Piper.

Staff training and certification

In 2010, 736 people attended training activities organized by the Human Resources Practice Group. In project management, 252 personnel passed PRINCE2 exams, 200 at foundation and 52 at practitioner level.

Eighty-three personnel are participating in external procurement certification with the Chartered Institute of Purchasing and Supply, and 37 with the Association of Chartered Certified Accountants.

Accountability



The UNOPS mandate was reaffirmed at the 65th session of the United Nations General Assembly in 2010.
Photo: UN Photo/ Devra Berkowitz

In December 2010 the United Nations General Assembly reaffirmed UNOPS mandate “as a central resource for the United Nations system in procurement and contracts management as well as in civil works and physical infrastructure development, including the related capacity development activities.”

The range of partners to which UNOPS may provide services was endorsed, including the United Nations, its agencies, funds and programmes, international financial institutions, governments, intergovernmental organizations, non-governmental organizations, foundations and the private sector.

In January 2011 the Executive Board was renamed to officially include UNOPS in its title.

An updated governance structure for UNOPS was also endorsed. This confirms a series of decisions and policies developed by the Executive Board

during the previous four years, which have made UNOPS more accountable and transparent.

The changes mean that since 2008 the Executive Director reports directly to the United Nations Secretary-General and the Executive Board and has the authority to apply United Nations staff rules and regulations to UNOPS staff. Since 2009 the Executive Director has been able to sign host country agreements with governments, and direct service agreements in consultation with a Resident or Humanitarian Coordinator, as well as having the authority to directly appoint UNOPS representatives in the field.

Other key decisions by the Executive Board that have helped transform the organization include the Financial Regulations and Rules, which govern the financial management of UNOPS, and the strategic plan 2010-2013, which defines UNOPS position in the United Nations and its goals.

Transparency



The screenshot shows the UNOPS project data feed interface. At the top right is the UNOPS logo. Below it is a search filter with the following fields: "Country" (Sudan), "Partner" (empty), "Funding source" (empty), and a "Filter" button. Below the filter is a table with the following columns: Project ID, Project Name, Partner, Funding Source(s), Country, Start Date, End Date, Total Funded Amount (US\$), and Total Delivery (US\$). The table contains 10 rows of project data.

Project ID	Project Name	Partner	Funding Source(s)	Country	Start Date	End Date	Total Funded Amount (US\$)	Total Delivery (US\$)
00077500	Community School Development and Construction Project in Southern Sudan	UNDP/MTF (Multi-Donor)	DEPARTMENT FOR INTL DEVELOPME (DFID)	Sudan	Mar-16-2011	Dec-31-2013	21,425,655	0
00077799	Construction of Two Dormitories in Lokago Prison Training Centre	UNODC (UNODC)	UN Office on Drugs and Crime (UNODC)	Sudan	Feb-15-2011	Dec-31-2012	3,130,600	304,329
00077183	States State Stabilization Programme (SSP)	UNDP/MTF (Multi-Donor)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Dec-30-2010	May-31-2012	6,999,994	3,329,335
00077184	Eastern Equatoria Stabilization Programme (ESSP)	UNDP/MTF (Multi-Donor)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Dec-30-2010	Jun-30-2012	1,405,673	378,663
00077208	Eastern Equatoria Stabilization Programme (ESSP)	UNDP/MTF (Multi-Donor)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Dec-30-2010	Jun-30-2012	12,511,869	3,799,415
00075421	South Sudan Emergency Roads and Airstrips Foot Road	UNOCHA (UNOCHA)	Multiple Donors To MDTF (Multi-Donor)	Sudan	Dec-31-2010	Nov-30-2011	1,341,500	1,002,440
00076763	Jungle Stabilization Programme (JSP)	UNDP - Office of the Administrator (OCA)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Nov-15-2010	May-31-2012	14,947,900	5,786,313
00075013	Darfur Urban Water Supply Project	Govt of UN (UN-OTD)	DEPARTMENT FOR INTL DEVELOPME (DFID)	Sudan	Nov-01-2010	Dec-31-2012	6,976,403	1,900,005
00075296	Camp Construction Services for Sudan Refugees	United Nations Missions in Sudan (UNMS)	UNHCR (UNHCR)	Sudan	Sep-05-2010	Apr-11-2011	1,398,627	1,007,671

The front page of the UNOPS project data feed on unops.org where users can search our ongoing operations. Users can click through on individual projects to read project descriptions, project expenditure and partner information. **Photo:** UNOPS

At UNOPS we have introduced a comprehensive information disclosure policy to keep stakeholders informed about our activities.

The 2005 Paris Declaration committed the aid and development community to providing more accountability through increased access to information. Aid will always be a valuable but finite resource, making efficiency and accountability important for delivering results that matter.

In line with the Paris Declaration and as a steward of public funds, we have expanded our website and broadened coverage of our work by publishing a wide range of UNOPS documents, agreements, project descriptions and procurement actions.

We currently list project expenditures irrespective of amount along with detailed descriptions of all active projects around the world on a user-friendly data feed. This information is updated on a daily basis and is subject to legal, operational and practical considerations such as valid security concerns.

During 2010 there was a steady increase in visitors to the UNOPS website (www.unops.org), with average monthly visits at 70,000, compared to 59,000 in 2009. We have also recently launched the Partner Centre, a secure site which gives our partners continuous access to project documents and up-to-date financial information.

Harmonization within the United Nations

As stated in our strategic plan, a key UNOPS value is harmonization within the United Nations, as a system partner, playing by shared basic rules and contributing to the whole. UNOPS supports the principle of UN coherence by contributing to the goals of the United Nations and enhancing its operational capacity.

Contributing to the Millennium Development Goals

The eight Millennium Development Goals (MDGs) provide a framework for the entire international community to work together to tackle extreme poverty and build a safer, more prosperous and equitable world.

UNOPS actively supports the MDGs, with many individual projects supporting multiple goals. In 2010, UNOPS provided partners with services that helped advance all eight goals. See examples of projects we support below.

Goal 1: Eradicate extreme poverty and hunger



Example: UNOPS supports the Regional Unit for Technical Assistance (RUTA), a multi-donor technical assistance project created with the purpose of contributing to rural development and the reduction of rural poverty in Central America.

Goal 2: Achieve universal primary education



Example: In Indonesia, a UNICEF project that was implemented by UNOPS completed 225 permanent primary schools in Aceh province and

Nias Island. It improved the quality of education, increased the number of enrolments and reduced drop-out rates in Indonesian primary schools.

Goal 3: Promote gender equality and empower women



This goal is also one of UNOPS cross cutting-objectives.

Example: The Afghanistan Conservation Corps programme is a multi-donor, multi-agency effort managed by UNOPS and mandated to conserve natural resources and create work for returnees, internally displaced persons, women and ex-combatants through labour-intensive activities. The programme has created over 100,000 days of employment for women.

Goal 4: Reduce child mortality



Example: UNOPS supports the Norway India Partnership Initiative, which was launched in 2006 by the governments of India and Norway to combat child deaths in India from vaccine-preventable diseases, malnutrition and diarrhoea caused by inadequate sanitation. UNOPS serves as the secretariat, runs the Child Health Resource Network and acts as Local Fund Agent for the focus states.

Goal 5: Improve maternal health



Example: UNOPS has been working under a Cooperative Agreement with USAID since 2006 to carry out the Sudan Accelerated Infrastructure Program. The programme has rehabilitated dilapidated rural health

care centres in order to improve the care of women and children, and reduce the extremely high rates of maternal and infant mortality.

Goal 6: Combat HIV/AIDS, malaria and other diseases



Example: UNOPS acts as fund manager for the Three Diseases Fund in Myanmar. The European Commission and the governments of Australia, Denmark, the Netherlands, Norway, Sweden and the United

Kingdom contribute to this pooled fund. This programme provides a simple and transparent instrument to finance nationwide efforts to reduce the transmission of HIV and AIDS, TB and malaria, and enhance care and treatment through access to essential drugs and related services.

Goal 7: Ensure environmental sustainability



This goal is also one of UNOPS cross cutting-objectives.

Example: The UNDP-GEF Tri-national Dja-Odzala-Minkébé (TRIDOM) project aims to reduce

current threats, combine conservation and development, and maintain the ecosystems of a complex of nine protected areas spanning three countries within the Congo Basin.

Goal 8: Develop a Global Partnership for Development



Example: The Enhanced Integrated Framework (EIF) is a joint initiative designed to reduce poverty and increase access to markets amongst the fifty Least Developed Countries.

The partnership includes the World Bank, the International Monetary Fund, the World Trade Organization, the United Nations Conference on Trade and Development, the International Trade Center and the United Nations Development Programme.

Enhancing the United Nations capacity through common services

The UN triennial comprehensive policy review called upon the UN to coordinate its work at the country level, harmonize its business practices and reduce transaction costs. These goals afford UNOPS the opportunity to contribute to the operational effectiveness of the UN system.

In 2010, UNOPS provided a range of common services for other United Nations agencies. For example, UNOPS constructed or renovated 21 United Nations buildings, managed almost 1,000 contracts across Asia for the UN Human Settlements Programme, and helped design the UN's new, environmentally-friendly Latin American and Caribbean regional hub in Panama.

UNOPS also provided a range of common procurement services for the United Nations in 2010. Through UN Web Buy UNOPS procured \$67 million worth of goods for other United Nations organizations, including 2,029 vehicles, such as cars, armoured vehicles and ambulances.

We supported 24 United Nations organizations by hosting and improving the United Nations Global Marketplace online procurement facility. In collaboration with the United Nations Environment Programme, the International Trade Centre and the International Labour Organization, UNOPS developed sustainable procurement product guidelines for common goods and services.

UNOPS produces the Annual Statistical Report on United Nations Procurement and the accompanying thematic supplement, which in 2010 examined procurement from developing countries and economies in transition and in 2011 looked at procurement to support the MDGs.