

# Operational results

During 2010-2013, four high-level goals are defining the work of UNOPS. They are called ‘contribution goals’, since UNOPS contributes to the work and results of our partners. Operational results are reported under the four contribution goals below.



**Goal 1:**  
**Rebuilding peace and stability after conflict**

In 2010, UNOPS supported 925 projects on behalf of our partners. All results reported below refer to outputs completed in 2010, and often represent parts of larger scale, longer term programmes. Details on partners and funders can be found next to the project examples in pages 25-49.



**Goal 2:**  
**Early recovery of communities affected by natural disaster**

UNOPS accepts new engagements based on their compliance with our mandate, values and core competencies, as articulated in the strategic plan and related Executive Board decisions, as well as their conformity with and support of United Nations country-level objectives.



**Goal 3:**  
**Ability of people to develop local economies and obtain social services**

“UNOPS is 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.”



**Goal 4:**  
**Environmental sustainability and adaptation to climate change**

*- United Nations General Assembly,  
65th session, December 2010.*

Goal One:

## Rebuilding peace and stability after conflict

UNOPS can add value at almost every stage of the development process in countries suffering from years of conflict, the after-effects of natural disasters, crippling poverty or environmental degradation, or a combination of the above.

This section looks at the ways UNOPS helped its partners create conditions to foster sustained peace and development in 2010, in fragile and post-conflict states.

UNOPS services in support of this goal include responding to the problem of landmines, peacebuilding, the building or repair of key infrastructure, income generation, governance and security-sector reform, and election support.

In many post-conflict situations United Nations Mine Action teams are some of the first aid workers on the ground, making the path safe for those who follow. See page 31 for more details of UNOPS work in support of the UN Mine Action Service in 2010.

### Peacebuilding

UNOPS supported a range of direct peacebuilding initiatives to ensure beneficiary states were stable enough to begin reconstruction. For example, creating jobs for ex-combatants in Sudan on behalf of the governments of Canada, Germany, Norway and the United Kingdom.



UNOPS helps the United Nations Mine Action Service (UNMAS) and UNDP respond to the problems of landmines and explosive remnants of war in more than 30 countries across the world. See page 31 for more details. **Photo:** UNMAT



UNOPS also worked directly to reduce the tensions between armed groups, such as by training 6,406 military and police forces in team building activities in Sierra Leone to reduce conflict between the two, on behalf of the UN Peacebuilding Fund.

A number of projects involving research to strengthen capacities for future peacebuilding initiatives were supported by UNOPS, including large-scale surveys and assessments.

## Goal One summary 2010



In 2010, UNOPS constructed or rehabilitated:

- **1,942** kilometres of roads
  - **26** bridges
  - **11** schools
  - **9** training centres
  - **43** water treatment plants
  - **8** hospitals/health clinics
  - **4** courthouses
  - **30** police stations
  - **9** police training facilities
  - **8** detention centres
  - **3** prisons
- 
- **10,000** people trained
  - **58** state entities supported
  - **29,000** national electoral observers and experts mobilized
  - **300 million** square metres of land cleared of mines
  - **16,000** kilometres of roads cleared of mines
  - **18,000** families provided with income generating opportunities

For example, conflict mapping was conducted in Liberia for the War-torn Societies Project, a joint initiative involving over twenty United Nations entities and donor organizations.

## Relief

In countries recently emerging from conflict, UNOPS was also able to provide humanitarian support to relief camps (see page 29). For example in the Democratic Republic of the Congo, on behalf of the Office of the United Nations High Commissioner for Refugees (UNHCR), UNOPS is supporting a data centre project which last year registered over 100,000 internally displaced persons (IDPs) living in 42 camps within North Kivu province. This project is almost entirely locally staffed and is creating a database for humanitarian planning as well as distributing ration cards to help IDPs receive assistance from other aid partners.

## Reconstruction

As the lead agency providing physical infrastructure services in post-conflict environments, just over half of UNOPS-supported projects contributing to Goal One dealt directly with construction of some kind. Where possible UNOPS combines international best practice with local knowledge and resources such as labour, simple equipment and small enterprises. This is evidenced in the number of labour days created (see page 7).

UNOPS supported the construction or repair of roads, bridges and airports in post-conflict settings, increasing year-round access to schools, hospitals and markets on behalf of a range of partners.

To help communities recover from the effects of conflict UNOPS also worked on improving these key social services, building or repairing water treatment plants, health clinics, hospitals and blood banks. For example in Iraq, UNOPS worked to improve the Kurdistan Regional Government's response to health emergencies with funds provided through the World Bank Iraq Trust Fund to the ministry of health. UNOPS is helping to build or repair blood banks and emergency coordination centres, while also procuring new ambulances and training paramedics and doctors to become effective parts of an emergency coordination system.

UNOPS also builds or repairs schools for its partners. For example, four primary schools were built in Sudan, with funding from the Government of Italy. These schools have a special focus on helping girls complete the first four years of primary school.



A locally-recruited team member of the data centre for internally displaced persons project in North Kivu province, Democratic Republic of the Congo registers a new arrival. The project is implemented on behalf of the Office of the United Nations High Commissioner for Refugees (UNHCR). **Photo:** UNOPS/Laura Church

“The injured will receive better pre-hospital care at the scene of the accident or in the ambulance because paramedics are now trained, while they will also be arriving earlier because of better cooperation, communication and efficiency in the new system.”

*- Traumatologist and G.P Dr. Mohammed on the World Bank-funded and UNOPS supported project to improve emergency health response capacity of the Kurdistan Regional Government*

## Elections

As well as building the necessary services to foster sustained peace and development, it is vital to support the stabilization of the state itself. An early priority to restore viable governance in a post-conflict environment is a fair and democratic election, an area of large scale logistics where UNOPS has considerable experience.

Democratic activities in Sudan, Iraq and Côte d’Ivoire received a range of procurement, training and construction support from UNOPS in 2010. More than 29,000 national electoral observers and experts were mobilized. Most of these were in Iraq under a project under the mandate of the United Nations Assistance Mission for Iraq, with funding from the European Union (EU) and others through the United Nations Development Group (UNDG) Iraq Trust Fund.

In Côte d’Ivoire, UNOPS organized the logistical support to the presidential election, allowing almost six million voters to cast their vote in the first democratic elections since the political conflicts started in 2002. This was on behalf of the Independent Electoral Commission and partners including UNDP, the EU and the local UN mission.



“We believe that UNOPS support to the data centre for IDPs project has helped bring considerable improvements to the work of UNHCR in North Kivu with regards to IDPs in camps and ultimately to the people of the Democratic Republic of the Congo.”

- Masti Notz,  
Head of UNHCR Sub-Office, Goma, DR Congo  
on the UNOPS data centre for IDPs, North Kivu project

UNOPS also helped the United Nations Mission in Sudan prepare for the recent referendum by constructing five large support bases, all in extremely remote locations. Each base consisted of six large tents, two sanitation blocks, one kitchen, a perimeter fence, a guard house and a safe room. All construction was carried out using locally hired labour and materials that were locally procured or supplied by the mission.

## Justice

In 2010, UNOPS helped its partners rebuild states by constructing the infrastructure needed to ensure the rule of law, including courthouses, police stations, police training facilities, detention centres and prisons. For example, a prison built for the Democratic Republic of the Congo, and funded by the Netherlands, is helping to reduce the number of convicts held in the existing Goma prison, which was overcrowded by 800 percent.

Human rights work was a significant portion of this year's post-conflict focus, particularly in Iraq where UNOPS is implementing the Programme for the Protection of Detainees and Torture Victims on behalf of the European Union. This supported two rehabilitation centres for torture victims, trained 1,328 people in human rights and provided 589 detainees with free legal aid.

## Governance

To truly foster sustained peace a stable and democratically elected state also needs to have the capacity to deal with conflicting needs peacefully.

UNOPS worked closely with partners to develop the capacity of both governmental and non-governmental organizations, by training almost 10,000 people in various fields. UNOPS also worked directly with 58 state entities. For example, on behalf of the European Union, UNOPS helped the ministries of justice and the interior in Côte d'Ivoire rebuild civil registration records.

In light of the important role civil society plays in development, UNOPS also worked on a range of projects that support non-governmental or community-based organizations. UNOPS supported 180 local organizations, 76 of which were in Iraq. This included support for the Iraqi Civil Society Empowerment Project, funded by the European Union, Finland and other donors through the UNDG Iraq Trust Fund.

## Boosting the private sector

In addition to the income-generating activities mentioned earlier, UNOPS supported a range of activities to develop a vibrant private sector in Iraq. These included supporting the creation of a new employment policy that helps vulnerable groups — work done in partnership with the International Labour Organization and with funding through the UNDG Iraq Trust Fund.



A referendum support base constructed by UNOPS on behalf of the United Nations Mission in Sudan as part of preparations for the January 2011 referendum in Sudan. **Photo:** UNOPS

## Case Study 3

### Assisting internally displaced persons in Sri Lanka

Thousands of transitional shelters were constructed by UNOPS in 2010 for people displaced by conflict in Sri Lanka, on behalf of a range of partners.

Both infrastructure and operational support were provided to a camp at Menik Farm in northern Sri Lanka, and to the more than 250,000 refugees who have now left the camps and returned home.

More than 3,600 transitional shelters and 3,700 toilets and septic tanks were built for the most vulnerable of these internally displaced persons, particularly for female-headed families with young children and the physically disabled. This helps to reduce health risks and the possibility of gender-based violence.

This work has been done on behalf of a range of partners including the United Nations Office for the Coordination of Humanitarian Affairs, the United Kingdom, the United States, the Office of the United Nations High Commissioner for Refugees and the United Nations Children's Fund.



A transitional shelter to house an internally displaced family under construction in Sri Lanka, built by UNOPS on behalf of multiple donors. **Photo:** UNOPS



## Case Study 4

### Linking farmers to markets in Liberia

Food security in rural Liberia has been improved with the repair of 35 kilometres of key farm-to-market roads and 5 bridges. The project is part of the Government of Liberia's efforts to reduce malnutrition and poverty and build peace and reconciliation in the country.

Before the project, farmers had extremely poor access to the main regional market in Sanniquellie, particularly during the rainy season. During the dry season, women carrying farm goods travelled half a day to complete a journey that now takes 15 minutes on a motorbike taxi.

This has helped increase the market's size and importance, creating jobs and raising incomes for farmers. The project has also improved access to key services including schools and healthcare, and allowed year round access to all three towns by emergency ambulance crews.

It also repaired an irrigation scheme in Gbidin which has increased the number of harvests to two a year.

The communities themselves were responsible for choosing people to provide labour through a cash-for-work scheme, in order to ensure local ownership and sustainability. Basic tools and materials used for the project were also donated to the communities for future maintenance.

Gender equality was another major focus of the project and 30 percent of the cash-for-work participants were women. The growth of the market increased the capacity of female fruit and vegetable sellers to cover household costs and a warehouse was constructed to store their unsold products overnight.

UNOPS implemented the project on behalf of UNDP, with funds mainly provided by the European Commission.



Women selling locally-produced vegetables at a market in Liberia. Farm-to-market roads were rehabilitated by UNOPS on behalf of the United Nations Development Programme with funding from the European Commission. **Photo:** UNDP

## UNOPS Mine Action services

UNOPS works closely with the United Nations Mine Action Service (UNMAS) and UNDP to respond to the problem of landmines and explosive remnants of war. Over the past decade UNOPS has delivered over \$500 million of mine action services to its partners.

UNOPS offers a number of services to help partners plan, implement, manage and monitor their mine action projects and programmes in more than 30 countries across the world.

In 2010, UNOPS provided services including recruitment, procurement, contracting, technical and operational support, and financial and legal services.

We supported UNMAS activities that provided direct assistance to six United Nations peacekeeping missions and four UNMAS programmes, and technical advice to four UNDP-funded programmes.

We implemented programmes which used a range of clearance techniques such as manual and mechanical demining, battle-area clearance, road verification and clearance, and the destruction of ammunition stockpiles. This work returned more than 300 million square metres of land and 16,000

“Young boys talked about how they worried when they were grazing their goats knowing that they could step on a landmine, old men talked about sons they had lost to landmines. All said how happy they were that now the demining teams were clearing the community they wouldn’t need to worry anymore.”

- Flora Sutherland,  
Mine Action Coordination Centre of Afghanistan,  
describing interviews on mine awareness

kilometres of roads to local populations for safe and productive use.

UNOPS also helped UNMAS provide mine risk education to more than a million people. This work was reflected in reduced casualty rates, with Nepal, Gaza and Somalia reporting respective reductions of 40 percent, 41 percent and 80 percent from 2009.

### Case Study 5

#### Locals trained to clear mines in Ghazni

In the historical city of Ghazni, Afghanistan, residents are being trained to clear landmines and unexploded ordnance left by decades of war—creating dozens of jobs and ensuring valuable community involvement.

The project has helped reduce the monthly casualty rate by 81 percent since 2001, cleared over 100 square kilometres of minefields and battle areas, and destroyed over 49,000 mines and one million explosive remnants of war. It is strengthening the

capacity of Afghanistan’s people to recover valuable territory from the threat of landmines. UNOPS is providing project management and human resources services to UNMAS, which is implementing the project together with the Organization of Mine Clearance & Afghan Rehabilitation.

The project is funded by the Government of Canada through the Voluntary Trust Fund for Assistance in Mine Action, which is managed by UNMAS.



## Goal Two:

# Early recovery of communities affected by natural disaster

In 2010, UNOPS helped communities affected by natural disasters by supporting a range of disaster management, recovery and reconstruction projects in countries such as Haiti, Indonesia and Pakistan.

UNOPS supported projects constructing or rehabilitating roads, health clinics and schools in disaster-affected areas. In most cases UNOPS directly managed the road construction work; in others we supplied advisory services. This was the case, for example, in El Salvador for a UNDP project to improve transport infrastructure damaged by storms and floods.

The nature and frequency of large-scale disasters means that UNOPS efforts are generally focused in a small number of countries at any one time. For the sake of clarity in reporting, in this chapter we will report recovery and reconstruction results in relation to specific natural disasters.

### Post-disaster recovery: 2010 Pakistan floods

UNOPS is working closely with the Government of Pakistan to provide post-flood support (see next page), but most of the outputs produced here will be counted in next year's report.

## Goal Two summary 2010



In 2010, UNOPS constructed or rehabilitated:

- **243** kilometres of roads
  - **5** health clinics
  - **18** schools
  - **5** bridges
  - **5** harbours
- 
- **1.7 million** days of paid work created (only 45% of projects could measure labour days)
  - **50,000** solar lanterns procured for camps
  - **27,000** households provided with cholera information
  - **18** grants to help disaster mitigation managed

“This is by far the best building in the community. The children had a chance to learn how modern buildings are constructed, it was a great lesson for us all. Many people in the community helped with the labour for this school.”

- Hezisokhi Hulu,  
Principal of the Hiliaurifa School, South Nias,  
Indonesia constructed by UNOPS on behalf of  
UNICEF

## Post-disaster recovery: 2010 Haiti earthquake

UNOPS is currently engaged in a broad variety of emergency, early recovery and reconstruction activities in Haiti. This includes the preparation of safe IDP camps, the construction of transitional shelters, the assessment of structural damage, the cleaning of canals, the rehabilitation of roads, and the construction of maternity clinics, schools and a hospital.

UNOPS has adopted a ‘Haiti First’ policy to help ensure that aid money spent on Haiti is spent in Haiti, by using local suppliers and workers wherever possible to carry out project work.

UNOPS has developed a strong partnership with the Ministry of Public Works, in order to ensure national ownership, develop capacity and promote sustainability (see page 35).

UNOPS used emergency procurement procedures to help partners quickly get vital items to IDPs in need. For example, on behalf of the World Bank, UNOPS organized the procurement and distribution of 50,000 solar-powered lanterns. The lanterns reduce fuel costs, provide light for income-generating activities, increase safety at night and allow children to study in the evenings.

## Case Study 6

### Supporting women and children in post-flood Pakistan

After the floods in 2010, a project promoting justice for women in Pakistan shifted part of its focus to support 266 female-headed families in relief camps.

The \$4.23 million Gender Justice and Protection Project runs a fund to support promising local initiatives to combat abuse against women.

The project reduced the vulnerability of women affected by the floods by examining their immediate needs and by planning relief efforts in areas where relationships had already been established with local NGOs.

Activities included buying and distributing emergency items such as tents, food, kitchen utensils, mosquito repellent, anti-venom and water purification tablets.

UNOPS is implementing the project on behalf of UNDP with funding from the UK Department for International Development.



UNOPS is working with a number of partners to improve the lives of the millions of people in Pakistan affected by the 2010 floods. **Photo:** UN Photo/UNICEF/Zak





Volcano risk education lesson underway in the Democratic Republic of the Congo. This project is supported by the European Union, the United Nations Development Programme, and the governments of Luxembourg, Switzerland and the United Kingdom and is implemented by UNOPS. *Photo:* UNOPS

UNOPS also supported a Swedish-funded project which sent local community mobilizers to 127 Haitian camps last year to provide more than 27,000 households with information on reducing the spread of cholera.

UNOPS emphasized labour-based projects in order to employ as many Haitians as possible, with a particular focus on female heads of households.

### **Post-disaster reconstruction: 2004 Indian Ocean tsunami**

The devastating effects of the 2004 tsunami are still being felt. UNOPS managed the construction of five earthquake-resistant schools last year in Indonesia for UNICEF and the Government. Since the start of this large-scale health and education infrastructure reconstruction programme, UNOPS has constructed 225 schools and 27 health clinics.

UNOPS managed the construction of five bridges and five harbours in Sri Lanka, for partners that included the governments of Spain and Greece and the International Fund for Agricultural Development.

## **Disaster mitigation**

UNOPS also developed local capacity for disaster mitigation by delivering direct training to more than 40,000 people. The vast majority of these were children in Goma, the Democratic Republic of the Congo, who were taught what to do in the event of an eruption of the nearby Mount Nyiragongo.

UNOPS managed a number of disaster mitigation grants to reduce the impact of natural hazards. This included issuing 10 grants to support the Global Assessment Report of the Inter-Agency Secretariat of the International Strategy for Disaster Reduction (UNISDR). UNOPS support to disaster mitigation projects also included organizing high-level events, such as training top United Nations and non-governmental organization (NGO) staff and representatives of West African governments on disaster risk reduction on behalf of UNISDR, the Office for the Coordination of Humanitarian Assistance and UNDP.

## Case Study 7

# Assessing infrastructure damage after the Haiti earthquake



A worker in Haiti marking the results of a structural assessment on an earthquake-affected building in a Ministry of Public Works project financed by the Global Facility for Disaster Reduction and Recovery and the World Bank.

*Photo:* UN Photo/Marco Dormino

Local engineers in Haiti assessed 390,000 buildings for structural damage in 2010 to plan the city's reconstruction and enable thousands of displaced families to return home after the earthquake.

The 400 engineers were trained and certified in accordance with the Applied Technology Council's ATC-20 methodology, an international standard for assessments. A national infrastructure database was also created.

Once assessed, the buildings – which included homes, schools, police stations, shops and factories – were marked either red (unsafe), yellow (safe after repairs), or green (safe). UNOPS used this information to identify families whose houses had been destroyed in order to provide them with a transitional shelter on their existing plot.

The engineers have worked with community mobilizers to disseminate life-saving information,

raise awareness and collect data at household, neighbourhood and camp level on the danger of living in damaged buildings.

More than 200,000 buildings have been declared safe, providing potential shelter to approximately one million people. The project also contributed to the evacuation of thousands of families from dangerous buildings.

UNOPS worked within the Haitian Ministry of Public Works, Transportation and Communications to build capacity and help deliver the project. As many as two million people have been directly affected. The project was financed jointly by the World Bank and the Global Facility for Disaster Reduction and Recovery.

UNOPS continues to support the ministry in ensuring the sustainability of the project and enhancing construction standards in Haiti.



Goal Three:

# The ability of people to develop local economies and obtain social services

UNOPS supported local economic development and improved social services across all environments in 2010, but for the sake of clarity in reporting, this section will only look at projects in areas that have not been recently affected by a conflict (see Goal One) or a natural disaster (see Goal Two).

UNOPS managed the construction of physical infrastructure, supported rural development initiatives and procured educational and medical goods in support of Goal Three in 2010.

## Improving access to social services through infrastructure

UNOPS helped improve lives in low- and middle-income countries by supporting projects which increase access to key services such as education and health care as well as to the justice system.

A range of partners called on our infrastructure expertise in the construction or renovation of key buildings including schools, health centres and more.

For example in Zimbabwe, 35 health centres were built on behalf of the Global Fund to Fight AIDS, Tuberculosis and Malaria and UNDP. UNOPS also continued to construct technical facilities, designing and building laboratories, such as two bio-secure

labs to combat avian influenza in India on behalf of the Government.

Sanitation initiatives such as improved drainage and waste management were also constructed by UNOPS. For example we built a recycling centre in Serbia, which increased employment opportunities for Roma communities. This work was done on behalf of WHO and funded by the Government of Norway.

UNOPS also implemented projects that constructed or renovated the infrastructure needed to provide safety and security, such as courthouses. For example a courthouse was constructed in Kenya, for a project to combat piracy, on behalf of the United Nations Office on Drugs and Crime (UNODC).

We also constructed over 50 kilometres of rural roads across Peru to ease access to health care, education and markets.

## Improving social services through procurement

UNOPS is mandated by the United Nations General Assembly to act as a central resource for the UN in procurement, and as such is able to offer support to low- and middle-income countries to manage large volumes of goods within their supply chains.

## Case Study 8

### Providing oversight of health grants for the Global Fund

In 2010, UNOPS was Local Fund Agent (LFA) for The Global Fund to Fight AIDS, Tuberculosis and Malaria in 14 countries.

The Global Fund relies on LFAs to provide grant oversight services at the country level. LFAs offer independent, professional information and recommendations that enable the Global Fund to make informed funding decisions at each stage of the grant life cycle. In this role, UNOPS provided independent oversight and evaluation of activities, and advised the Global Fund on potential risks to the success of the programmes.

And as a Principal Recipient of the Global Fund in Myanmar, UNOPS has developed and

signed grant agreements to determine how \$60.56 million in funds will be disbursed and implemented. UNOPS is now managing the grants and uses a number of sub-recipients to provide direct disease prevention, care and treatment to beneficiaries.

To date, the Global Fund has committed \$21.7 billion in 150 countries to support large-scale programmes against the three diseases. Through the efforts of a wide range of partners, Global Fund-supported programmes have provided AIDS treatment for 3 million people, anti-tuberculosis treatment for 7.7 million people and 160 million insecticide-treated nets for the prevention of malaria.



A peer educator talking to a TB patient in a town on the China-Myanmar border as part of the Global Fund programme in the country where UNOPS is acting as Principal Recipient. **Photo:** Global Fund



UNOPS status within the UN, as well as our robust and transparent policies and systems, allow us to offer a useful service to countries attempting to ensure transparent, open and fair procurement.

Overall, UNOPS procured around 1.2 million pieces of machinery or equipment to support the development of low- and middle-income countries. This included 650,000 educational laptops bought for rural and urban schools on behalf of the Argentinian Government.

Aside from promoting high quality primary education for all, UNOPS provided procurement services to help people access life saving drugs and medical equipment.

“I really enjoy my job as an Accredited Social Health Activist, especially when we are dealing with first time mothers. They can be so scared and are told so many superstitions that they don’t know what to believe. We are able to make them feel relaxed and do the right thing.”

- Rita,  
an ASHA trained by the Norway-India Partnership in  
India supported by UNOPS

UNOPS arranged the purchase of thousands of items of high-tech medical equipment such as digital X-ray machines, worth over \$70 million in total, as well as 478 ambulances, for the ministries of health in Peru, India and Argentina. We also procured equipment for 25 medical units of the social security institute of Guatemala on behalf of the Government.

In 2010, we managed the supply chain to procure or distribute almost 145 million health-related supplies, including condoms and syringes, for example distributing more than 63 million needles across India and Myanmar. This was mainly in support of a

## Goal Three summary 2010



In 2010, UNOPS constructed or rehabilitated:

- **14** courthouses
  - **2** waste management sites
  - **5** schools
  - **2** training centres
  - **35** health centres
  - **12** laboratories
- 
- **7,100** items of high tech medical equipment procured
  - **478** ambulances procured
  - **1.2 million** pieces of machinery or equipment procured
  - **124 million** medical supplies procured or distributed
  - **800 million** doses of medicines procured
  - **100** events organized
  - **20** projects promoting South-South cooperation supported
  - **33,000** people trained

WHO project, for which UNOPS also dispensed 73 million doses of H1N1 vaccines.

UNOPS procured more than 800 million doses of anti-malarial, HIV/AIDS and tuberculosis drugs and other vaccines and medicines for Argentina, Nicaragua, India and Paraguay.

## Case Study 9

### Developing infrastructure in rural Peru

The regional government of La Libertad in north-western Peru is raising living standards for disadvantaged districts by investing in infrastructure and equipment.

In 2010, UNOPS supported the construction or repair of 52 kilometres of rural roads, 4 schools, 5 rural health centres, 1 training centre for public officials and 6 new water networks. This has helped improve rural healthcare, security, education and communication for more than 400,000 people.

UNOPS selected and contracted personnel, supervised the works and procured medical and educational equipment on the government's behalf.

The programme aims to decrease infectious diseases in the districts concerned, improve the links between production centres and markets and reduce the costs and time needed for transporting goods and passengers.

More than 1,500 pieces of equipment were procured, and a power transformer was bought to bring electricity to a village in Calamarca. The works also brought drinking water and sewerage to isolated communities that had previously depended on water tanks and septic systems.

UNOPS is implementing the programme on behalf of the regional government and UNDP.



A surveyor working on a rural road near the Huaca del Sol archaeological site in La Libertad, Peru where UNOPS is supporting the regional government's rural infrastructure and procurement work. **Photo:** UNOPS/Aida Ariño-Fernández





Children in Madagascar practice good hygiene on Global Handwashing Day, which is promoted by the UNOPS-hosted Water Supply and Sanitation Collaborative Council. **Photo:** WSSCC/Tatiana Fedotova

## Boosting development

In Goal Three UNOPS provided a range of fund management services, fiscal oversight, and implementation of grants, providing support to a total of 471 grants in over 15 countries, including to grants promoting health goals (see page 37) and combating poverty. For example, we issued 109 community grants in Cameroon to fight poverty by combating HIV/AIDS, on behalf of UNDP and funded by the International Monetary Fund. This project had a strong gender component as 60 percent of the micro-loan recipients were women.

We supported projects within Goal Three that trained more than 33,000 people in 2010, including almost 12,000 farmers, 6,300 of which were in Morocco. There, UNOPS is helping to boost the olive, almond and fig tree industries on behalf of the Government and funded by the Millennium Challenge Corporation.

More than 100 events were organized in the fields of business, health, governance and others. For example, 20 events were supported by the Water Supply and Sanitation Collaborative Council (WSSCC), a UNOPS-hosted entity which aims to increase access to basic sanitation for the

2.6 billion people living without it. Through the Global Sanitation Fund, WSSCC became an active financier of sanitation in some of the world's poorest countries. Programmes started in India, Madagascar, Malawi, Nepal and Senegal, to which WSSCC committed \$31 million in 2010 to impact the lives of up to 23 million people over the next five years.

UNOPS also supported 20 projects promoting South-South cooperation. For example, for UNDP's Special Unit for South-South Cooperation UNOPS helped low-income countries share knowledge on generating revenue from oil. For the International Fund for Agricultural Development (IFAD), UNOPS compared family farm best practice across Brazil, the People's Republic of China, India and South Africa.

A number of projects supported rural development, in Africa and Asia, but mainly in Latin America. For example, UNOPS implements the Regional Unit for Technical Assistance (RUTA), a scheme to boost development in Central America, which in 2010 launched an initiative to promote financing opportunities to increase agriculture production, among other things.

## Goal Four:

# Environmental sustainability and adaptation to climate change

In 2010, UNOPS helped to protect the environment in a range of ways. We provided services to implement climate change adaptation activities, address the environmental consequences of natural disaster or conflict, apply sustainable energy solutions, support community grants, and protect biodiversity, international waters and vulnerable areas.

Ecosystems and natural resources often straddle state borders, diminishing incentives for individual countries to manage them sustainably. Therefore issues such as climate change, biodiversity loss, land degradation and air and water pollution require international agreements and coordinated responses.

## Sharing international waters

UNOPS is often able to provide support when the global nature of environmental issues necessitates coordinated international action. UNOPS is executing over 30 projects on behalf of our partners that focus on transboundary water systems. These projects are funded by GEF through the GEF-implementing agencies, namely UNDP, the World Bank, and United Nations Environment Programme (UNEP). The projects include multi-country river and lake basins, seas and oceans, and shared groundwater resources. The projects in the portfolio help countries to work together and share knowledge to reduce ecological stress, such as that

caused by overfishing and industrial pollution (see page 42).

In 2010, 14 strategic action programmes for sustainable cross-border resource management were developed and endorsed. UNOPS also supported the implementation of demonstration projects, for example helping countries in southern Africa identify and limit threats to their water supply.

## Facilitating dialogue

High-level meetings are a tool to build environmental change and we supported 78 such events, for example organizing a conference in Brasilia on behalf of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD).

Building the necessary international dialogue and processes to protect the environment at the highest level often requires new policies. In 2010, UNOPS supported work on 30 environmental policies or laws, for example working with developing countries to strengthen their capacity to develop policy options for addressing climate change. This work was done on behalf of UNDP, UNEP, GEF, the Turner Foundation and the governments of Norway and Switzerland.



## Case Study 10

### Conserving the resources of the Arafura and Timor seas

In 2010, an expedition took 25 environmental scientists some 2,000 nautical miles around the Arafura and Timor seas to study the biodiversity of this valuable and fragile natural resource.

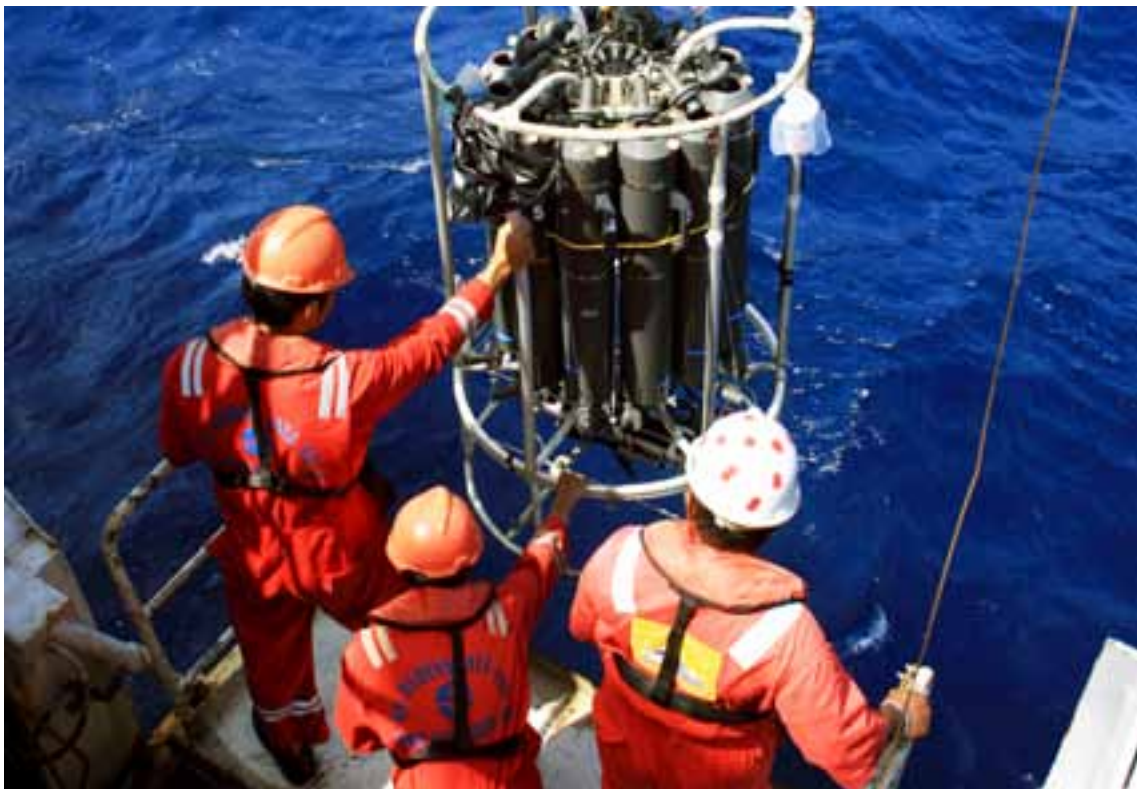
The seas are a key element of the Coral Triangle, which supplies fish to more than two million coastal people in Malaysia, Indonesia, Timor Leste, the Philippines, Papua New Guinea and the Solomon Islands.

The 17-day survey revealed new information associated with trenches in the Timor Sea, the biodiversity of the Arafura Sea, and factors affecting climate and ecosystem variability.

The Arafura and Timor Seas Ecosystem Action (ATSEA) programme is assessing threats and impacts from over-exploitation and global climate change. It will ultimately develop a multilateral strategy to manage the seas sustainably.

High priority issues for the programme include illegal, unregulated and unreported fishing and the development of alternative sustainable livelihoods for coastal people to discourage illegal practices.

The programme is funded by the Global Environment Facility, implemented by UNDP and executed by the UNOPS International Waters Cluster.



Members of an environmental expedition studying biodiversity as part of the Arafura and Timor Seas Ecosystem Action (ATSEA) programme funded by the United Nations Development Programme Global Environmental Facility and executed by UNOPS. **Photo:** Handy Chandra

We also helped partners share knowledge by supporting 19 environmental networks, at both the international and local levels. For example, with funding from the United States, in collaboration with the Government of Afghanistan, UNOPS helped Afghan villagers manage their pistachio forests sustainably.

UNOPS also helped its partners gather technical knowledge by supporting 82 research assignments, including the assessment of aquatic resources in Ghana for UNEP and GEF.

## Addressing the consequences of conflict and disaster

War and natural disasters cause enormous environmental damage, jeopardizing the livelihoods of the many people in developing countries that rely directly on natural resources. UNOPS supports the work of the UNEP Post-Conflict Branch in Afghanistan, Albania, Iraq, Sudan and the former Yugoslavia, providing management and procurement services, as well as handling complex environmental remediation project design. UNOPS is also implementing a European Union funded project combating and reversing environmental degradation across Ampara District in Sri Lanka, following the 2004 tsunami.

## Conserving biodiversity

On behalf of our partners, UNOPS promotes biodiversity conservation through the management of protected areas and landscapes as well as regional initiatives such as the UNDP-GEF Tri-national Dja-Odzala-Minkébé (TRIDOM) project, which aims to conserve nine protected areas within the Congo Basin.

In total we supported national parks in more than a dozen countries. For example, at the Manda National Park in Chad, UNOPS completed 635 infrastructure improvements in partnership with UNDP and the GEF. UNOPS also helped its partners build the capacity of those who manage protected areas, so they can protect endangered species and promote the sustainable use of resources by local communities.

## Developing capacity to manage scarce resources

UNOPS worked closely with governments and communities to build the capacity of local stakeholders to manage ecosystems and natural resources in a range of ways. We managed

the construction or repair of environmental administration buildings, for example the government offices for the Congolese Institute for the Conservation of Nature, on behalf of UNDP-GEF.

We also helped develop capacity for managing limited natural resources by supporting workshops or training courses. For example, through the

### Goal Four summary 2010



- **27** environmental administration buildings constructed or repaired
- **28** waste management sites constructed
- **7** countries supported to reduce pollutants from health care waste
- **34** projects that focus on transboundary water systems executed
- **14** strategic action programmes developed and endorsed
- **24** demonstration projects implemented
- **30** environmental policies or laws worked on
- **78** high-level environmental meetings held
- **120** workshops/training courses on resource management held
- **13** countries' protected areas supported
- **30** countries supported to build their environmental management capacity
- **19** environmental networks supported
- **4,000** Small Grants projects managed



UNOPS-implemented Regional Unit for Technical Assistance (RUTA) and on behalf of the European Commission and UNEP, UNOPS created a diploma course on watershed management for Honduras and Nicaragua. This course has already trained 40 technical staff from relevant institutions and civil society organizations.

Overall, UNOPS worked directly with governments to build their capacity for environmental management. For example, UNOPS helped prepare Panama for climate change on behalf of UNEP and UNDP, with funding from the Government of Spain.

## Combating climate change

UNOPS provides services to climate change initiatives financed by GEF, UNDP and UNEP, as well as other donors. These include capacity development and technical assistance projects that help countries develop adaptation policies, practices and frameworks.

For example on behalf of UNDP and with primary funds from the Government of Japan, UNOPS is supporting a project helping 20 African countries adjust their national development policies to incorporate climate change risks and opportunities.

## Supporting community action

UNOPS served as the executing agency for the UNDP-implemented GEF Small Grants Programme (SGP). The GEF-SGP addresses global environmental issues while also contributing to the needs of local populations (see page 49). It channels direct grants to non-governmental and community-based organizations to help them address climate change, conserve biodiversity, protect international waters, reduce the impact of persistent organic pollutants and prevent land degradation.

In 2010, UNOPS provided administrative and financial management for about 4,000 of these community grant projects in more than 120 countries. These small-scale initiatives covered a wide range of projects, such as the protection of rhinos in Botswana, the launch of a 'rent-a-bike' system in Macedonia, solar-energy training for women groups in Burkina Faso and the conservation of the endangered Persian leopard in Iran.

Of the 4,000 grant projects, 51 percent dealt with biodiversity, 26 percent climate change, 17 percent land degradation and 6 percent with other environmental issues.

## Case Study 11

### Reducing the impact of climate change in Mali

Communities living around Lake Faguibine in northern Mali are learning about conservation and helping to reverse the effects of drought, after decreased rainfall brought the lake to drastically low levels.

Lake Faguibine was once a thriving wetland system around which agricultural and pastoral communities flourished. The decline in rainfall in the areas that feed the lake has led to cyclical droughts throughout the Sahel region.

This UNEP project will also restore balance to the endangered ecosystem by clearing 1.7 million cubic metres of silt to improve the flow of water into the lake. UNOPS is providing human resources and procurement services to the project.

In 2010, 4,000 trees were planted to stabilize river banks, more than 1,500 advocacy products such as posters, leaflets and t-shirts were distributed, and 12 workshops were held to raise awareness of the threats to the wetland environment caused by human activities.



Drought-affected communities who are learning about conservation and climate change mitigation measures as part of a UNEP project, supported by UNOPS.

**Photo:** UNOPS

# Cross-cutting concerns

In 2010, we helped our partners pursue a range of initiatives to further our cross-cutting concerns of gender, capacity development and the environment across all four contribution goals. In some cases these concerns were the main focus of the project, but in most they were integrated into a project with a different primary goal.

## Gender equality and the empowerment of women

Thirty percent of all the projects supported by UNOPS in 2010 work to improve gender equality and the empowerment of women in some way.

In many cases these projects had specific deliverables related to gender equality and the empowerment of women included in their original design. For example, a United Nations Office on Drugs and Crime (UNODC) project to move Peruvian farmers away from coca cultivation included a requirement that 30 percent of those involved in the project be women.

Even in projects where gender equality outputs had not been included in the original design, project managers were able to include some elements to empower women.

Many projects created jobs for women, often in traditionally male-dominated industries. For example a Swedish-funded project (see page 8) changed local attitudes towards female employment.

Other projects increased equality by offering direct training to women. For example, a project on behalf of UNMAS taught women in Nepal to be deminers (see page 9).

Many projects boosted women's access to social services and opportunities, building facilities to enable girls and women to receive education and health care, get jobs and run businesses. For example, when designing a police training facility on behalf of the Palestinian National Authority, separate dormitories were included to ensure the participation of female cadets. This project was supported by the European Union Police Coordination Office for Palestinian Police Support, Canada, Denmark, the Netherlands, Sweden and the United Kingdom.

**“The project team’s sensitivity to cultural issues and attention to detail have been obvious from the beginning and their work and commitment have consistently exceeded expectations.”**

*- Satu Koivu,  
Team Leader, Police Advisory Section, EU Police  
Coordinating Office for Palestinian Support on the  
Police Training Facility gymnasium and learning  
centre*

## Case Study 12

### Helping preserve biodiversity, build capacity and empower women in West Africa

Involving women and communities in environmental management is helping preserve biodiversity in the West African savannah belt.

The W-Arly-Pendjari (WAP) protected area of national parks stretches across Benin, Burkina Faso and Niger. It forms the largest and most important continuum of intact ecosystems in the West African savannah belt and is a vital refuge for endangered animals and plants.

Through local, national and international cooperation, the WAP project focuses on helping policymakers from all three countries work closer together to ensure consistency in conservation policies and coordinate support to the WAP complex. The project supports and involves

the communities that rely on the area's natural resources, raising awareness about the risks to animal species caused by hunting within the protected area, as well as the potential benefits of wildlife tourism.

Women are also being trained on the sustainable use of these resources and are being provided with small grants for biodiversity-friendly economic activities including ecological and cultural tourism.

UNOPS is executing the \$5.1 million project on behalf of the United Nations Development Programme Global Environment Facility and the governments of the three WAP countries.



Women in the W-Arly-Pendjari (WAP) protected area who are key to conservation efforts because they are at the heart of the food production chain. UNOPS is executing the \$5.1 million project on behalf of the United Nations Development Programme Global Environment Facility and the governments of Benin, Burkina Faso and Niger. **Photo:** UNDP



Staff from the building assessment team of the Haitian Ministry of Public Works, Transportation and Communication. UNOPS worked within the Ministry, along with seismic engineering contractors Miyamoto International, to build capacity for reconstruction planning, as part of a project financed by the World Bank and the Global Facility for Disaster Reduction and Recovery. **Photo:** UNOPS/Marc Lee Steed

A small group of projects also boosted the legal and political power of women by changing laws or policies in favour of gender equality. In 2010, UNOPS supported work on 23 gender policies or laws. For example, on behalf of UNDP and the United Kingdom, UNOPS helped the Government combat violence against women in Pakistan.

## National capacity development

UNOPS has continued its efforts to integrate national capacity development into its operations, in accordance with our strategic plan and a number of Executive Board decisions.

Half of the projects supported by UNOPS in 2010 are working on developing national capacity in some way, mainly by enhancing institutions or developing skills.

In most cases these projects had specific activities related to national capacity development included in their design. For example, a World Bank-funded project assessing structural damage in post-earthquake Haiti included training local engineers in infrastructure damage assessments and helping the ministry of public works create a stronger building code (see page 35).

Even in projects where capacity-development outputs had not been specifically included in the original design, around 15 percent were able to include some elements, often through on-the-job training, or when ensuring the correct maintenance of infrastructure or equipment. For example, a UNOPS team trained 100 people in the maintenance of technical equipment procured for the Peruvian social security agency EsSalud.

Capacity was developed in government institutions by working closely with ministries and public bodies in more than 35 countries. For example, UNOPS, on behalf of UNDP, helped 267 local authorities in Africa to better negotiate investment contracts.

UNOPS also worked on a range of projects that support non-governmental or community-based organizations. In total, more than 4,000 local organizations around the world were supported.

Most projects with capacity-development elements also worked on directly improving local skills. Projects supported by UNOPS provided training to more than 80,000 people in 2010. This figure does not include the large numbers of local staff who benefited from on-the-job rather than formal training.



Solar power cells on the roof of the Jericho Police Training Facility, occupied Palestinian territory. UNOPS is implementing the project to build the facility for the Palestinian Civil Police, the EU Police Coordination Office for Palestinian Police Support, the European Commission and the governments of Canada, Denmark, Finland, the Netherlands, Sweden and the United Kingdom. **Photo:** UNOPS

## Environmental sustainability

In 2010, 35 percent of the projects supported by UNOPS worked on improving environmental sustainability in some way, mainly the use of natural resources, incorporating green building techniques or promoting renewable energy.

More than 100 projects implemented by UNOPS focused primarily on the environment (see Goal Four on page 41). Around the same number had environmental sustainability outputs included in their design, and project managers on a tenth of the remaining projects added specific elements to increase environmental sustainability during implementation.

UNOPS pays particular attention when planning an infrastructure project to ensure that up-to-date construction techniques are used and that buildings are well designed. This leads to better, more sustainable buildings, which are more durable and use fewer resources in the long run.

Natural resources were used sustainably in a range of ways, from the selection of building materials to promoting recycling. Sustainable building techniques were included in many construction projects, such as

a prison funded by the Netherlands in the occupied Palestinian territory. In this case, solar panels, special insulation and a wastewater treatment plant were included. In addition, many projects used the ability to build sustainably as a criterion for the selection of contractors.

Renewable energy technologies were also promoted, for example through the construction of 54 fuel efficient stoves in school kitchens built in Sri Lanka for the World Food Programme. Many projects also used environmental criteria during procurement processes, such as insisting on fuel-efficient engines when buying ambulances for the Government of Peru.

**“Helping build capacity to manage ecosystems and natural resources ensures that every environment project we work on has a better chance of long-term success.”**

*- Abdoulaye Ndiaye  
UNOPS Global Practice Lead, Environment*

## Case Study 13

### Small grants build sustainable houses in Pakistan

Rural communities are using small grants to build hundreds of low-cost, energy-efficient houses in Pakistan.

In 2010, the GEF Small Grants Programme (SGP) Pakistan team designed a sustainable house for people in the province of Sindh who were left homeless by the floods. This award-winning technique is called the Benazir Model, and both tackles and adapts to the effects of climate change and natural disasters.

The simple, low-carbon construction is based on hollow or compressed earth blocks and produces naturally insulated houses with very low electricity needs, while reducing deforestation. Wire-reinforced walls and pyramid-shaped roofs provide strength to better withstand future natural disasters. The building costs are as low as \$6 per square feet.

The initial construction took two weeks and labour was hired locally, providing significant income for poor rural communities and giving more than 1,000 local masons the skills to replicate the model. The prototype houses were built using specific machines locally known as SGP Spirits, in reference to the Small Grants Programme.

More than half of the houses are owned by women, who also contributed to the construction and were included in all training programmes.

The primary project was executed by UNOPS on behalf of the UNDP-implemented GEF Small Grants Programme in Pakistan. UNDP Pakistan and the Sindh Local Government have now adopted and integrated the Benazir Model in similar projects, resulting in over 500 new houses being built.



Energy efficient, environmentally sustainable houses being constructed in Pakistan's rural district of Thatta. The primary project was executed by UNOPS on behalf of the UNDP-GEF Small Grants Programme. **Photo:** Masood Lohar