



2008

Annual Report

Deliver as one

“UNOPS plays a critical role in providing management services for our life-saving peacebuilding, humanitarian and development operations. I have seen many examples of how these activities help suffering people in troubled parts of the world. UNOPS is setting countries on course to a more stable future by helping them to build roads, schools and clinics, to remove landmines, to prepare for democratic elections, and much else besides.



“I encourage you to continue deepening your ties with other members of the United Nations family so we can truly ‘deliver as one’. I am also counting on you to continue working well with Governments, non-governmental organizations and partners such as the international financial institutions. The world faces serious challenges, and our Organization must put its best face forward if we are to help the people we exist to serve.”

Ban Ki-moon
Secretary-General of the United Nations

Address at the official opening of the UNOPS Headquarters
Copenhagen, 25 May 2009

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A full version of the Annual Report 2008 is available at: www.unops.org/annual-report-2008-EB

UNOPS Overview

UNOPS mission is to expand the capacity of the United Nations system and its partners to implement peacebuilding, humanitarian and development operations that matter for people in need. Working in some of the world's most challenging environments its vision is to always satisfy partners with management services that meet world-class standards of quality, speed and cost-effectiveness.



UNDP has tasked UNOPS, in collaboration with the Haitian National Police and the United Nations Stabilization Mission in Haiti, to assist with police station rehabilitation.

Launched in 1995 as an independent, self financing member of the United Nations family, UNOPS provides expertise in project management, procurement, human resources and financial management. By assisting UN organizations,

international financial institutions, governments and non-governmental organizations, UNOPS makes significant, tangible contributions to results on the ground.

For example in 2008 UNOPS helped its partners build schools, roads, bridges, clinics, hospitals, prisons and police stations. It supported partners train teachers, journalists, health workers and government officials and organized mass education efforts for elections and disaster preparedness. On behalf of its partners it procured goods ranging from vehicles to medical supplies. It managed funds and administered thousands of small grants.

In 2008 UNOPS employed almost 6,000 personnel and on behalf of its partners created tens of thousands more work opportunities in local communities. From its headquarters in Copenhagen, Denmark and a network of five regional offices and over

20 operations and project centres, UNOPS oversees activities in more than 60 countries.

UNOPS focuses on accountability for results and efficient use of resources. It respects national ownership and capacity while working to harmonize efforts within the UN and beyond.

UNOPS Overview

Report on activities in 2008

In 2008 progress was made on initiatives such as financial clean-up, improved controls, client confidence-building, and investment in staff. Milestones included an 'unqualified' audit for the previous biennium and resulting partnership agreements with the United Nations, the World Bank and the European Union, as well as the partial merger with UNDP/Inter-Agency Procurement Services Office (IAPSO).

In 2008 UNOPS delivered \$1.06 billion through project implementation and spent \$61.9 million administering it. At just over \$1.5 billion, business

acquisitions hit a new record, demonstrating clients' rising confidence in the ability of UNOPS to contribute effectively to their objectives and outcomes.

UNOPS largest client was United Nations Development Programme that accounted for 47.5 per cent of total implementation expenditures, with the Division of Peacekeeping Operations (DPKO) the second largest client; with a 14.9 per cent share. Other major partners included UNICEF and the World Bank.

Service delivery for governments increased, accounting for 20.6 per cent of implementation expenditures. This included funding from the World Bank, the European Union, the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), and governments directly. The most important government clients and partners in 2008 were the Governments of Afghanistan, India, Peru and Sri Lanka.

The leading sectors were conflict prevention and resolution, peace and security (23.0 per cent), health (18.0 per cent); government and civil society (13.0 per cent); humanitarian aid (11.4 per cent), general environmental protection (10.6 per cent) and transport and storage (9.9 per cent). The major sub-sectors were post-conflict peacebuilding (12.1 per cent); road transport (8.6 per cent); government administration (8.5 per cent); land mine clearance (7.9 per cent), medical services (7.8 per cent) and material relief assistance and services (7.6 per cent).

UNOPS contributions

The role of UNOPS as a service provider means that client priorities and needs dictate the scope, focus and location of UNOPS work.



The Afghanistan Conservation Corps project is managed by UNOPS in collaboration with the Government of Afghanistan.

UNOPS Overview

As the lead United Nations entity for large-scale physical infrastructure projects in peacebuilding settings, UNOPS managed significant volumes of construction work in Iraq, Sudan and the Democratic Republic of the Congo in 2008. UNOPS also undertook substantial efforts in Indonesia and Sri Lanka, where long-term reconstruction continued following the 2004 tsunami.

Overall UNOPS supervised the construction or rehabilitation of 186 schools, 19 clinics, 15 hospitals, 31 police stations, 20 prisons/detention centres, and 14 government buildings. UNOPS constructed or rehabilitated 1,318 kilometres of paved and unpaved roads, more than 100 bridges and 3,205 kilometres of roadside drainage. In 2007, UNOPS supervised the construction or rehabilitation of more than 200 schools, 9 prisons/detention centres, 27 government buildings, 1,361 kilometres of roads and 60 bridges.

UNOPS helped clients deliver training to more than 2,000 teachers and instructors, 28,000 health personnel, and several thousand government officials. More than 45,000 people were trained in disaster preparedness. In Iraq, UNOPS supported electoral education activities that reached more than

200,000 people, and helped train more than 20,000 independent electoral observers.

UNOPS was active in procurement for other members of the United Nations family, international financial institutions and governments, in areas ranging from school books to vehicles. On behalf of the government of Peru UNOPS procured books to help battle illiteracy and ambulances to improve access to health services. Globally, UNOPS was asked to procure health-related goods worth more than \$170 million for clients, compared to more than \$90 million in 2007. Procurement for education amounted to more than \$9.5 million, compared to \$34.5 million in 2007.

In the environment sector, UNOPS executed several large biodiversity and international waters programmes and administered over 3,000 small-grants projects in 2008, delivering results in more than 100 countries, levels similar to those of 2007.

In the security sector, UNOPS supported UNMAS in its provision of direct support and assistance to 10 United Nations peacekeeping missions and technical advice to four.



UNOPS constructed or rehabilitated 1,318 kilometres of paved and unpaved roads in 2008, including those in the Democratic Republic of the Congo, as part of the the Stabilization Plan being implemented by UNDP.

What we do



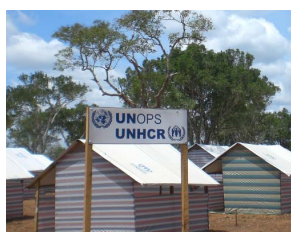
Governance



Education



Health



Emergency response and humanitarian relief



Justice, security and public order



Environment



Local economic development



Gender



Public works

Education

UNOPS helped governments and other partners to advance Millennium Development Goal 2, targeting primary education through building schools, training teachers and procuring educational equipment.

UNOPS managed the construction and rehabilitation of 186 schools. Of those, 88 were erected in Indonesia in Aceh and on Nias Island as part of a UNICEF programme to rebuild educational infrastructure following the 2004 tsunami. In Myanmar, 46 primary schools and six nursery schools were constructed. Much of that work was requested by UNDP and the Governments of Australia, New Zealand, Sweden and the United Kingdom.

In the Democratic Republic of the Congo, UNOPS supervised the construction and rehabilitation of 20 primary schools funded by The World Bank, while in Sudan it managed the construction of 13 schools and a teacher training facility for the Government of Sudan, funded by the United States Agency for International Development. In Sri Lanka, 11 schools were either constructed or rehabilitated on behalf of UNICEF; and in Peru, two secondary schools were rehabilitated for the Government.

UNOPS assisted clients by improving existing facilities, erecting perimeter fences, designing school extensions and managing construction of school-related water and sanitation facilities. In Sri Lanka, for example, UNOPS helped the World Food Programme construct 18 school kitchens and UNICEF construct 23 water and sanitation facilities.

UNOPS helped clients train more than 2,000 teachers and instructors. In Myanmar, 1,737 educators received instruction in teaching vocational techniques as part of the 'Community Development in Remote Townships' programme, while in Iraq 171 decision-makers in government ministries learned how to design technical vocational training programmes.



UNOPS erected 88 schools in Indonesia for UNICEF in 2008, as part of a programme to rebuild educational infrastructure following the 2004 tsunami.

Procurement for education amounted to \$9.5 million. For UNICEF, UNOPS procured the printing and distribution of 18 million books for primary schools in Madagascar, while in Peru, at the request of the Government, 600,000 books were distributed to help battle illiteracy. In Argentina, around \$5.1 million was spent on behalf of UNDP and the World Bank to procure education-related goods and services, such as computers, multimedia equipment and furniture, mainly for the secondary education sector.

Education



Rehabilitation of schools in North and South Kivu provided educational opportunities for some 20,000 students.

Building schools in the Democratic Republic of the Congo

Armed conflict, poverty and natural disasters have undermined efforts to deliver education in the provinces of North and South Kivu in the eastern part of the Democratic Republic of the Congo. To address this need, the World Bank provided the Congolese Office for Central Coordination with funds from its multisectoral programme for urgent rehabilitation and reconstruction.

That initiative built 18 schools and rehabilitated two others, providing educational opportunities to some 20,000 students living in war-affected areas. UNOPS, active in the Democratic Republic of the Congo since 1995, implemented the project.

UNOPS engineers applied international anti-seismic construction standards to the structural design to minimize risks to pupils in the earthquake-prone area. The buildings were equipped with 3,690 school desks, 4,000 seats, 200 teachers' desks and 200 racks and bookshelves, all manufactured in local workshops using local materials.

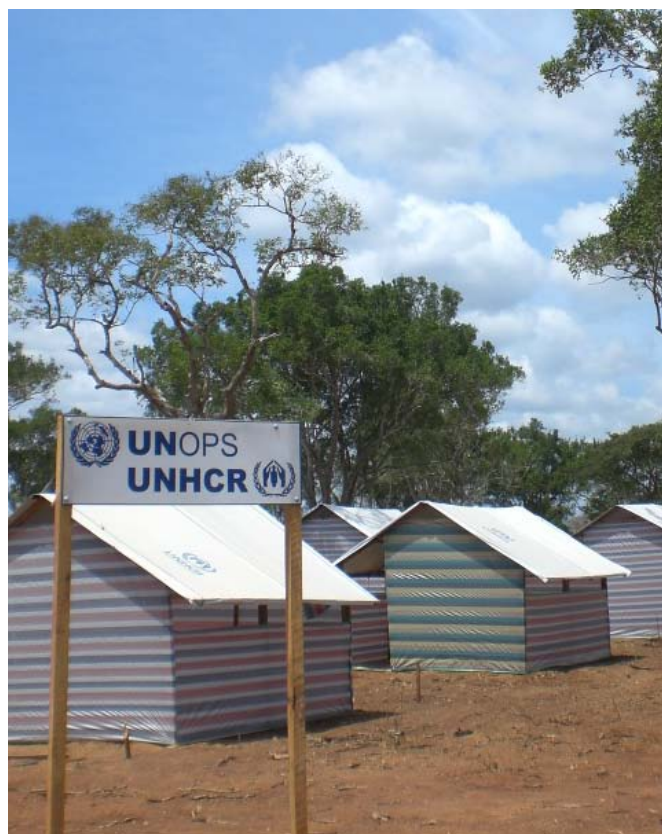
Emergency response and humanitarian relief

UNOPS offers humanitarian services in support of emergency relief and recovery following natural disasters or conflicts. UNOPS clients in 2008 included the United Nations Office for the Coordination of Humanitarian Affairs, UNDP, UNFPA, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the European Union and national governments. (Please note that many of the projects relating to reconstruction following the 2004 Indian Ocean tsunami are described elsewhere in the present report.)

As implementing partner for UNDP, UNOPS helped clients limit risk and prepare communities and governments for emergencies, providing disaster-preparedness training to more than 45,000 people – the majority of them in Bangladesh – as part of the Comprehensive Disaster Management Programme. In Nepal, UNOPS contracted 58 personnel for the newly opened regional office of the Earthquake Risk Reduction and Recovery Preparedness Programme for South Asia, on behalf of UNDP and the Government of Japan. In Afghanistan, UNOPS helped establish an emergency trust fund to develop the capacity of the Government to prepare for, and respond to, natural and environmental disasters.

UNOPS assisted delivery of emergency services and food. In Sri Lanka, UNOPS supervised the construction of warehouses for UNHCR and a logistics hub for the World Food Programme. On behalf of UNHCR, UNOPS supplied more than 4,000 families with shelter kits, mainly in the north of the country where fighting increased the number of internally displaced persons (IDPs). UNOPS also helped UNHCR provide water and sanitation facilities to some 12,700 IDPs living with host families who lacked the facilities.

The UNOPS Switzerland Operations Centre provided administrative and managerial services to UNHCR and UNDP's Bureau for Crisis Prevention and Recovery (BCPR), supporting the organizations' global operations. Among the UNOPS-supported programs was BCPR's Global Risk Identification Programme that develops capacity of decision makers to assess and respond to risks, and is implemented with the cooperation of the International Red Cross-Red Crescent Societies, the World Bank, the Inter-American Development Bank and others.



On behalf of UNHCR, UNOPS supplied more than 4,000 families with shelter kits, mainly in the north of Sri Lanka.

Emergency response and humanitarian relief

Comprehensive Disaster Management in Bangladesh

Low-lying, and densely populated, Bangladesh is one of the most disaster-prone countries in the world, at risk from devastating floods and cyclones that bring death, disease and huge economic losses.

In 2003, the Ministry of Food and Disaster Management launched a \$26 million Comprehensive Disaster Management Programme in partnership with the Department for International Development of the United Kingdom, UNDP and, later, the European Commission. UNOPS contributes to the programme as implementing partner.

The programme is strengthening the disaster management system of Bangladesh, helping it reduce unacceptable risks and improve recovery activities. It supports policy and planning reforms, shifting the focus of disaster management from response to risk reduction.

Since commencing field operations in 2006, the Comprehensive Disaster Management Programme has supervised hundreds of local community risk assessment and risk reduction plans, affecting 20 million people. It has launched 10 research projects designed to analyse the effects of climate change, and has established information databases

to facilitate easy access to risk and prediction information relevant to riverbank erosion, earthquake, tsunami/storm surge and flood impact.

The Programme has conducted numerous advocacy and media exercises and provided training to more than 30,000 disaster management committee members serving 70 million people. An additional 10,000 public sector employees are being trained in relevant aspects of disaster management each year.



A community risk assessment group meeting in Bangladesh as part of the Comprehensive Disaster Management Programme.

Environment

The trans-boundary nature of environmental issues necessitates coordinated international action. Working for clients such as the Global Environment Facility (GEF), UNDP, the United Nations Environment Programme (UNEP), the World Bank, and national governments, UNOPS supports projects that reverse environmental damage, raise awareness and improve resource management. In so doing UNOPS contributes to the achievement of Millennium Development Goal 7, which seeks to ensure environmental sustainability.

On behalf of GEF and UNDP, UNOPS facilitated international cooperation to prevent and reverse environmental degradation of international waters. The UNOPS 'international waters cluster' portfolio contains 21 medium- to full-sized projects dealing with such diverse water bodies as the Dnipro River, the Caspian Sea, Lake Chad, Lake Tanganyika, the Yellow Sea; the large marine ecosystems of the

Caribbean Sea and the Benguela Current, and the groundwater resources of the Limpopo Basin. The largest single programme is the \$120 million Nile Basin Initiative.

UNOPS served as executing agency for the GEF-UNDP Small Grants Programme, which addresses global environmental issues while contributing to the needs of local populations, and promotes institutional and policy reform in GEF programme countries. UNOPS provided administrative and financial management to more than 3,000 small grants projects in more than 100 countries. The grants financed community-based environment initiatives, including 2,050 grants aimed at conserving biodiversity, 570 directed at climate change and 150 at protecting international waters.



On behalf of GEF and UNDP, UNOPS facilitated international cooperation to prevent and reverse environmental degradation of international waters such as the Dnipro River.

Environment

Protecting ecosystems in the Western Indian Ocean

The Western Indian Ocean is home to diverse sea and plant life, including endangered sea turtles and sharks. Coastal and oceanic ecosystems are vital to the well-being and livelihoods of local communities: fishing grounds provide food and sustainable incomes, and mangroves help manage flooding, prevent coastal erosion and purify water. The natural beauty of the coastline attracts tourists from around the world.

The damage caused by urbanization, industry, agriculture, commercial fishing and other socio-economic activities is of grave concern. Pollution damages human health and degrades water quality. Rapid coastal development destroys mangrove forests, sea-grass beds and coral reefs, reducing fish stocks and biodiversity.



The nesting zone of endangered sea turtles at Mohéli, Comoros is protected as part of the project.



Eco-tourism development in Toliara Marine Park, Madagascar.

Preserving the natural beauty, goods and services associated with these coastal and marine resources requires careful and coordinated management. Unfortunately, competing economic priorities, the difficulties of trans-boundary governance and sometimes insufficient government capacity complicate the situation.

UNEP launched the 'Western Indian Ocean – Land-based Activities' project in July 2004 to address these complex challenges. The project is funded jointly by GEF the Government of Norway, UNEP, and participating governments in the region: the Comoros, Kenya, Madagascar, Mauritius, Mozambique, the Seychelles, South Africa and Tanzania. Implemented by UNEP and executed by the Nairobi Convention Secretariat and UNOPS, the project helps participating governments and institutions develop capacity and regulatory frameworks to manage ecosystems effectively.

Gender

The commitment of the international community to gender equality and the empowerment of women are enshrined in Millennium Development Goal 3. Because UNOPS clients frequently target gender issues in their work, projects containing gender objectives and components will be found throughout the present report.

UNOPS helped clients organize vocational training aimed at women, with more than 3,800 participants. In Myanmar, more than 2,900 women increased their skills in training organized by UNOPS on behalf of UNDP and funded by the Governments of Australia, New Zealand, Sweden and the United Kingdom. At the request of UNESCO, UNOPS helped local women trainers in the Arab region learn how to promote human rights.

UNOPS helped support women's livelihoods in both rural and urban areas, administering micro-credit schemes directed at women in countries including El Salvador, Guatemala, Iraq and Senegal.

Since 2004, UNOPS has assisted the rehabilitation and reconstruction of the Women's Dormitory Building of the University of Kabul in support of the Government of Afghanistan and UNESCO, a project funded by USAID. After the completion of major renovation work UNOPS was asked to help manage the dormitory, a contract extended through the end of 2008. In 2008 the number of women residents increased from slightly more than 600 to 756.



In Myanmar, more than 2,900 women increased their training skills in programmes organized by UNOPS on behalf of UNDP and funded by the Governments of Australia, New Zealand, Sweden and the United Kingdom.

Gender



Micro-grants have been used in Sédhiou, Senegal, for communal gardens in which village women cultivate cash crops.

Small grants make a big difference for women in Senegal

In the region of Sédhiou, in the fertile Casamance area near the southern border with Guinea-Bissau, Italian micro-grants are helping women improve their quality of life.

In 2006 the development arm of the Italian Foreign Ministry (Cooperazione Italiana allo Sviluppo) and the Ministry of Agriculture, Rural Water and Food Security of Senegal joined forces to create a local development fund – Fonds de développement local dans le Département de Sédhiou. The Government asked UNOPS to administer the fund and provide quality control.

With some \$3 million from the Government of Italy, the three-year effort is combating poverty

by improving agricultural production and commercialization, encouraging the sustainable use of natural resources, and promoting access to basic services such as education, water, and health care.

A primary goal has been to address the needs of women. In several communities, the fund has built and equipped multi-purpose centres to train women as artisans and promote social awareness. Since spring of 2008, micro-grants have been used to fence off and irrigate communal gardens for village women to farm cash crops. Each market garden typically involves up to 150 women, each of whom gets a share of furrows in which to grow carrots, haricot beans, lettuce, onions, and cabbages to supplement their household incomes.

Governance

Working for national governments, United Nations organizations and funding mechanisms such as the UNDG Trust Fund in Iraq, UNOPS assisted governance projects by constructing government buildings, procuring goods, training government staff and conducting census- and election-related activities.

UNOPS erected nine government buildings and rehabilitated five. In Liberia it constructed five county administrative buildings on behalf of UNDP, with support from the Governments of Liberia and Sweden, to re-establish central government authority and operational capacity in the country.

In Sudan three buildings were completed for the Ministry of Agriculture and Animal Resources on behalf of the Food and Agriculture Organization. In Afghanistan, on behalf of the World Bank, UNOPS supervised the construction of a building for the Customs Department.

UNOPS also supervised rehabilitation of administration buildings in Liberia, Pakistan and Peru.

UNOPS helped train more than 1,500 government personnel in such fields as logistics, public administration, management, public expenditure and accountability, and anti-corruption measures.

UNOPS procured goods for government administration worth more than \$3.8 million. In Haiti, it obtained 28 vehicles for the Ministry of Planning and External Cooperation, and in Liberia, 17 vehicles went to the Ministry of Finance to allow implementation of activities in the field. In Argentina, UNOPS procured computing equipment for the National Scientific and Technical Research Council and the Ministry of the Interior.



Newly constructed courthouse in the La Libertad region of Peru which was completed in 2008

Governance

Iraq Elections

In January 2009, Iraqis went to the polls for provincial elections, an event marked by more registered voters than in the previous elections, a 51 per cent turnout, and a low rate of invalid ballots. Throughout 2008 UNOPS had assisted the democratic transition by providing support to the Independent High Electoral Commission of Iraq (IHEC).

The UNDG Iraq Trust Fund asked UNOPS to implement the electoral education campaign with support from the United Nations Assistance Mission for Iraq. The campaign raised awareness about the electoral process, critical in a country rebuilding its political institutions after years of violent conflict.



Voter education targeting women in Thi-Qar Governorate in southern Iraq

In 2008 the Campaign gave financial and technical support to 75 Iraqi Civil Society Organizations and grass-roots electoral education activities that reached more than 200,000 citizens across the country, with a special focus on women, minorities, disabled people, first-time voters and internally displaced people.



Voter education carried out by a local NGO in Thi-Qar Governorate.

In the run-up to Election Day the campaign organized 100 'opinion leaders sessions' across the country, involving political entities, tribal and religious leaders, local civil servants and academics, as well as leaders of youth and women associations, in informing communities about the importance of elections.

In parallel to the voter education project, UNOPS continued its support to the institutional development of the Independent High Electoral Commission, set up a country-wide communications network for the Commission headquarters and its 19 sub-offices at the governorate level, and provided assistance to domestic electoral observer groups, who trained and mobilized more than 45,000 observers by Election Day.

Health

UNOPS clients in the health sector in 2008 included UNDP, UNFPA, national governments, and the 'Three Diseases Fund', a consortium of donors.

In support of Millennium Development Goals 4 and 5, which target reduced child mortality and improved maternal health, respectively, UNOPS supervised the rehabilitation of 24 maternity wards: 21 in major Iraqi hospitals, at the request of UNFPA; two in Haiti, on behalf of UNICEF; and one in Liberia, funded by the Japanese Government. Ten 'sick newborn care units' were planned and designed in India as part of the UNOPS-supported Norway India Partnership Initiative.

In health procurement, UNOPS supplied more than \$28 million worth of essential drugs. It delivered drugs, diagnostic kits and goods worth more than \$71.5 million to health programmes in India, with funding from the World Bank, GFATM, and the Governments of India and the United Kingdom. It supplied the Government of India with 30 million diagnostic kits for HIV, hepatitis C virus and hepatitis, and more than 12 million diagnostic kits for malaria. It also obtained more than 140 million doses of HIV/AIDS drugs, 26 million doses of tuberculosis immunization and 159 million doses of other essential drugs.

Globally, UNOPS procured 360 ambulances and medical vehicles for clients during the year. Of those, 85 were for the Government of Peru, 25 for the Government of Argentina and the remaining 250 for India, as part of the health sector programme.

UNOPS supervised the construction or rehabilitation of 19 health clinics and 15 hospitals. In Myanmar, at the request of UNDP and with funding also from the Governments of Australia, New Zealand, Sweden and the United Kingdom, nine clinics were constructed, serving 2,655 households, and four were rehabilitated, benefiting another 719 households. In Sri Lanka, five hospitals were constructed or rehabilitated, four on behalf of UNICEF and one for UNFPA.



UNOPS procured 85 ambulances and medical vehicles for the Government of Peru in 2008.

UNOPS helped organize the training of more than 28,000 health personnel worldwide. In Myanmar, thousands of health personnel were trained in tuberculosis management and malaria control, while more than 140 laboratory technicians were trained in sputum microscopy. In Iraq, eight Ministry of Health officials received training in emergency health care, while workshops on trauma therapy were held for 42 social workers and health professionals. In India, 83 child health managers were trained as part of the Norway India Partnership Initiative.

Health

The Three Diseases Fund in Myanmar

The Three Diseases Fund is a pooled resource of some \$100 million for use over five years. It was established in October 2006 by six donors – Australia, the European Commission, the Netherlands, Norway, Sweden and the United Kingdom – to help reduce the human suffering caused by tuberculosis, malaria and HIV/AIDS in Myanmar. UNOPS manages the fund on behalf of the donor consortium and in an agreement with the Ministry of Health.

In just over two years, the fund has disbursed \$42 million to 23 implementing partners, making it the biggest single contributor to the fight against those three diseases in Myanmar. It achieved broad geographic coverage, reaching remote communities through diverse independent organizations, including international non-governmental organizations and their local partners, as well as five United Nations organizations: WHO, UNAIDS, and UNFPA received grants to support general disease control by the Ministry of Health, while the United Nations Office on Drugs and Crime (UNODC) and the Internal Organization for Migration received funds for specific projects.

Myanmar has an estimated 240,000 HIV cases, 75,000 of which require antiretroviral treatment. In 2008 the fund helped provide treatment to some 6,600 patients – 40 per cent of the HIV-positive population on

antiretroviral treatment. The fund made possible in-country distribution of first-line tuberculosis drugs to all 325 townships, in addition to supporting the prevention, care and treatment of HIV and AIDS in 143 high-priority townships. In 134 high-priority townships, the fund assisted in the prevention, care and treatment of malaria, including financing the purchase of some 80,000 long-lasting impregnated bed nets and insecticide treatment for an additional 400,000 bed nets.



The Three Diseases Fund financed the purchase of some 80,000 long-lasting impregnated bed nets in 2008.

Justice, security and public order

UNOPS supported the justice and reconciliation efforts of national governments and international entities including DPKO, the European Union, UNDP and UNODC. UNOPS contributed the design, construction and rehabilitation of related infrastructure, as well as training and capacity development.



UNOPS constructed the High Security Prison at the Pol-e Charki Correctional Facility on behalf of the Central Prison Directorate with funding provided by the UN Office on Drugs and Crime (UNODC).

UNOPS supervised the construction or rehabilitation of 20 prisons/detention centres, 31 police stations and two courthouses. In Kosovo, 17 holding-cell facilities, funded by the Government of Italy, were built in police stations, in compliance with international human rights standards. In Afghanistan, at the request of UNODC, UNOPS supervised the design of a women's detention

facility. Police stations were rehabilitated – 14 in Haiti, 11 in Guatemala and two in Sudan – all on behalf of UNDP. Four police stations were built in Liberia, for UNHCR.

UNOPS helped UNODC train more than 1,100 government personnel in transitional justice principles. In Iraq 54, high-ranking government officials attended workshops where they discussed and modified transitional justice policies. In Sudan, Jordan and Cape Verde, 50 government officials studied anti-corruption strategies.

For UNODC, UNOPS organized training sessions on issues including human trafficking, anti-corruption, anti-terrorism and global drug and crime prevention. UNOPS helped its partners, including UNDP and the European Union, to hire more than 30 international experts in the fields of justice, security and public order. Those experts served in Bangladesh, Côte

d'Ivoire, Iraq, and other countries.

On behalf of UNDP, and funded by the European Commission, UNOPS supported two centres in Iraq that assisted more than 600 torture victims. In Kosovo, UNOPS helped the United Nations Mission in Kosovo to collect more than 40,000 property claims and resolve nearly 19,000. UNOPS was involved in training 10 judges in Kosovo.

Justice, security and public order

UNOPS helped UNMAS and UNDP respond to the problems of landmines and explosive remnants of war. UNOPS services included recruiting, procurement, and contracting commercial and national organizations, technical and operational support, and financial and legal services.

UNOPS supported UNMAS activities that provided direct assistance to 10 United Nations peacekeeping

missions, and technical advice to four more. In Afghanistan UNMAS cleared more than 81,000 anti-personnel mines, while in the Democratic Republic of the Congo a total of 18,800 hectares of land were returned to communities for normal use. In Eritrea and Ethiopia more than 3,800 kilometres of roads were cleared or verified to be clear of mines, while 7,020 kilometres of roads were opened in Sudan.

Creating an effective Palestinian police service

The European Union Police Coordination Office for Palestinian Police is assisting with the creation of a transparent, accountable and effective Palestinian police service, with the various parts of its reform plan funded by different European and non-European governments.

UNOPS is assisting the Police Coordination Office with strategic planning, project development and management advice, construction management, technical engineering and design advice, international procurement, fund management and cash disbursement services.

UNOPS is involved in seven major projects and 27 procurement processes to develop the capacity of the 6,000-strong Palestinian Police Service. These include the construction and refurbishment of the police training facility in Jericho, funded by a consortium of donors, and the construction of the new Jericho Prison, financed by the Government of the Netherlands.

UNOPS is erecting three radio communications towers in the West Bank, funded by the Government of Canada and the European Commission, and upgrading the Palestinian Civil Police vehicle fleet,

funded by the Governments of the Netherlands, Norway and the European Commission.

UNOPS has helped establish a training fund to support more than 50 training courses in areas such as criminal investigation, traffic management, Italian language skills for tourist police, and family protection.



The Palestinian Civil Police Public Order Unit perform a drill at the handover ceremony in Ramallah.

Justice, security and public order

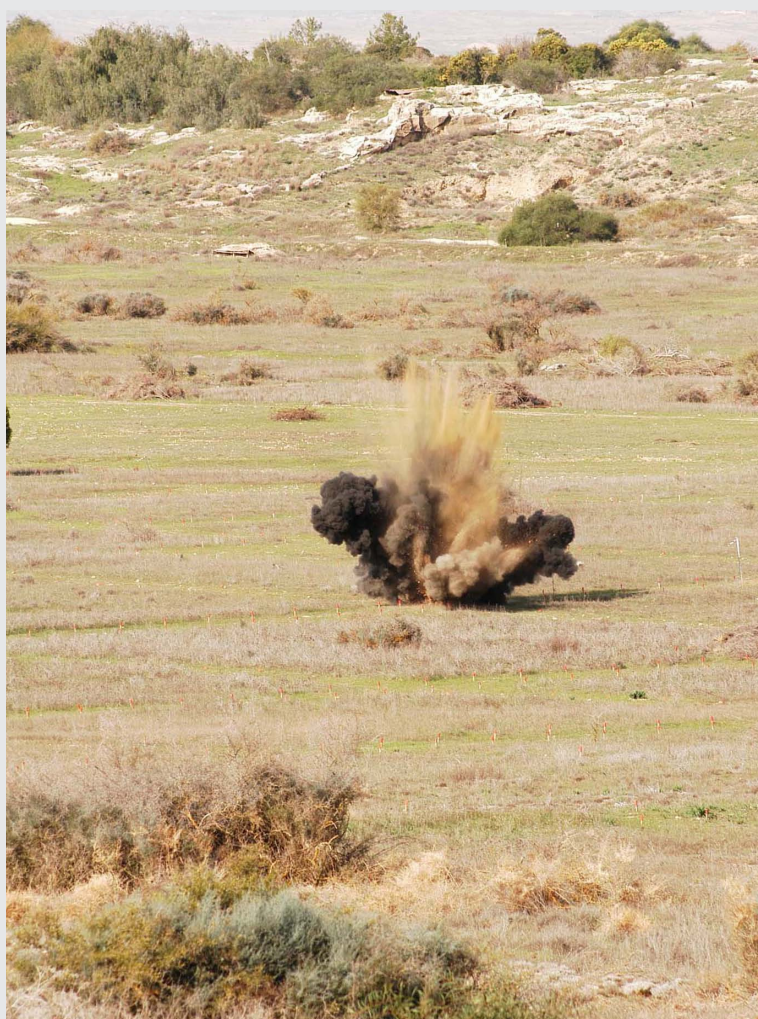
Cyprus Mine Action Centre

Following a de facto ceasefire during the 1970s conflict in Cyprus, a buffer zone covering approximately 3 per cent of the island was established between the areas controlled by the opposing forces. Both parties laid defensive minefields within and outside the zone.

After an assessment by UNMAS in 2002, the Canadian and Slovenian Governments and the European Union funded the establishment of the Cyprus Mine Action Centre. The project, which commenced in 2004 to clear landmines from the buffer zone, is a model of inter-agency coordination implemented by UNDP with execution by UNOPS, technical oversight by UNMAS, and support from the United Nations Peacekeeping Force in Cyprus.

By the end of 2008, 53 minefields holding more than 10,000 landmines had been cleared and 6,500 hectares of land released. As a result of this clearance, an area separating the two sides for more than 45 years was opened to the public.

By eliminating physical barriers dividing the two sides – a confidence-building measure that promotes further bi-community initiatives – the project has not only contributed significantly to the humanitarian and development dimensions in Cyprus but also to progress in resolving its political impasse.



By the end of 2008, 53 minefields holding more than 10,000 landmines had been cleared, following the work by the Cyprus Mine Action Centre.

The programme has received further funding, totalling five million Euros, from the Government of Cyprus and the European Union to cover activities for 2009-2010, aiming to clear the remaining minefields in the buffer zone by the end of 2010.

Local economic development

In promoting the environment, infrastructure, services and skills needed for development, most UNOPS-supported projects help reduce poverty and improve standards of living, thereby contributing to the eradication of extreme poverty targeted by Millennium Development Goal 1.

In 2008 UNOPS helped clients build skills and generate local employment, mainly in road building and maintenance. Projects in Sri Lanka generated 318,000 labour days in the construction sector, while in Iraq more than 40,000 days of work went into the rehabilitation of social and economic infrastructure such as parks, gardens and schools. Construction projects in Afghanistan and Somalia also emphasized local employment-generation and development of skills.

UNOPS helped its clients boost agricultural livelihoods in rural areas. In Burkina Faso, UNOPS supervised the training of 250 farmers for UNDP and the Government of Italy and supported the training of Kenyan coffee growers on behalf of the Common Fund for Commodities. In the Democratic Republic of the Congo, training and the distribution of seeds, trees and small livestock have assisted 1,740 families.

In support of clients UNOPS promoted training for both small and medium-sized enterprises and micro and small-sized enterprises. In Iraq, 60 local members of non-governmental and business organizations

learned how to teach business management skills in the field in training sessions organized by UNOPS on behalf of the United Nations Iraq Trust Fund. UNOPS managed microcredit schemes and participated in and/or organized more than 60 local economic mapping and survey exercises.



Road building projects in Sri Lanka generated employment and developed local skills.

UNOPS provided the International Fund for Agricultural Development with fund management services, which included assisting project planning and negotiation; monitoring and reporting; approving or reviewing disbursements; supervising project implementation; training project personnel on administering funds; and providing technical advice and recommendations to national implementing bodies.

Local economic development



Palm oil activities in UNODC-UNOPS alternative development projects have changed the lives of over 2,000 families in Peru.

Transforming lives in Peru

With Government concurrence, UNODC and UNOPS studied the socio-economic aspects of illicit coca cultivation. This revealed that most coca farmers were willing to grow legal, sustainable crops, but could not make a living raising alternative crops, which could not be processed or reach main markets from their isolated areas.

UNODC and UNOPS launched palm-oil production effort in the community of Neshuya, 100 kilometres north-east of Aguaytía in central Peru. This led to the construction of a processing plant operated

by a cooperative enterprise called Oleaginosas Amazónica S.A. This environment-friendly facility, efficiently powered by burning palm refuse as fuel, processes 12 metric tons of palm fruit per hour.

The farmers who switched from growing coca to tending palm trees have improved their incomes a dramatic ten-fold. Palm oil activities in UNODC-UNOPS alternative development projects in Peru have changed the lives of more than 2,000 families, and there is a long waiting list of farmers hoping to join one of the cooperatives.

Public works

In 2008, UNOPS supervised the construction or rehabilitation of 1,318 kilometres of paved and unpaved roads and 3,205 kilometres of roadside drainage. Much of this work took place in the Democratic Republic of the Congo, supported by the European Commission and the Governments of the Netherlands, New Zealand, Sweden and the United Kingdom, among others.

In Peru, working with UNDP for the Ministry of Housing, UNOPS-supervised road construction was part of the 'la calle de mi barrio' programme, an initiative that uses roads and other low-cost infrastructure developments to improve the quality of life in low-income neighbourhoods. In Sri Lanka, 110 kilometres of new, paved roads gave communities better access to basic services and markets. UNOPS also oversaw significant road construction in Afghanistan and Sudan.

Worldwide, UNOPS supervised the construction or rehabilitation of 105 bridges, the majority of them in Myanmar on behalf of UNDP, funded by the Governments of Australia, New Zealand, Sweden and the United Kingdom.

Globally, UNOPS rehabilitated 56 water networks, ranging from large-scale systems for towns to rural pipelines. In Iraq, 185,000 people gained improved access to better water as a result of nine projects that laid pipe mains and connected them to households.

The reliability of water supply to approximately two million Iraqis in the Russafa area of Baghdad was improved with the construction of a power substation at the Sharq Dijla water-treatment plant, on behalf of UNICEF. In Peru, UNOPS supervised construction of a water treatment plant serving 15,000 people, while in Myanmar 71,200 people

gained access to clean water through many small-scale interventions, including the drilling of 195 wells.

UNOPS helped develop the capacity of local populations to construct and maintain infrastructure. In Afghanistan, more than 500 people learned how to build roads in a programme funded by the World Bank. In Iraq, on behalf of UNDP and UNICEF, UNOPS trained some 50 people in designing, managing and maintaining power and water networks.



The 'la calle de mi barrio' construction programme in Peru improves the quality of life in low-income neighbourhoods.

Key financial data for 2008

| | (US \$,000s) |
|---|---------------|
| Total Income | 72,164 |
| Total Administrative expenditure | -60,669 |
| Excess of income over expenditure | 11,495 |
| Less provision for write offs/doubtful debts | -6,483 |
| Contribution to operating reserve | 5,012 |
| Operating reserve at the beginning of the year | 25,067 |
| Operating reserve at the end of the year | 30,079 |



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