



09

# Annual Report



UNOPS

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# 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.



National contractors working on the Jericho Prison in the occupied Palestinian territory, on behalf of the Palestinian National Authority, funded by the Government of the Netherlands.

## UNOPS provides expertise in four management practices:



**Project Management** supports projects in post-conflict environments, assists in the early recovery of communities affected by natural disasters and fills critical gaps in national capacity in low and middle-income countries.



**Procurement** underpins project management and provides stand alone services to partners, including shared services and services to governments facing capacity constraints.



**Human Resources** supports project management and provides stand alone services to partners, including rapid deployment of personnel and contract management.



**Financial Management** administers donor grants, loans and multi-donor trust funds - when not in competition with other UN agencies.



Adhering to UN rules and regulations, UNOPS maintains a physical presence on the ground during periods of conflict or crisis, promoting the ownership and engagement of governments and local communities. UNOPS transparent, accountable management services meet the highest international standards.

The size and experience of the organization allow partners to enjoy the benefits of specialization, shared knowledge and economies of scale. UNOPS operates as a fully self-financed provider of implementation services, prompting efficiency and financial discipline.

By assisting UN organizations, international financial institutions, governments, non-governmental organizations and intergovernmental organizations, UNOPS makes significant, tangible contributions to the results of its partners on the ground.

For example in 2009 UNOPS built schools, roads, bridges, hospitals, prisons, police stations and government facilities on behalf of its partners.

It supported partners to train teachers, health workers and government officials and organized mass education efforts for elections and disaster preparedness.

UNOPS procured hundreds of millions of US dollars worth of goods ranging from vehicles to medical supplies on behalf of its partners. It managed funds and contracts and administered thousands of small grants.

In 2009 UNOPS employed almost 6,000 personnel and on behalf of its partners created tens of thousands of 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 oversaw activities in more than 60 countries.



Sudanese villagers enjoying the benefits of the new Farasika - Tambura road in Western Equatoria State, built by UNOPS on behalf of the Government of Southern Sudan, the Multi-Donor Trust Fund and USAID. The road has given children access to schools and traders access to markets.

## Organizational activities in 2009

As the UN looks to improve efficiencies, combine capacities and improve delivery, the role and need for UNOPS has become more pronounced.

During 2009 UNOPS delivered \$1.1 billion in project management services with total income reaching \$90.3 million.

Business acquisition in 2009 exceeded targets at \$1.44 billion, demonstrating confidence in the ability of UNOPS to contribute effectively to operations and outcomes.



UNOPS supported the procurement of 1,728 police patrol vehicles in Peru, working with UNDP, on behalf of the Government.

## New Strategic Plan 2010-2013

The 2007-2009 business strategy helped transform UNOPS into a more robust, professional and financially viable organization. During 2009 considerable work went into developing an approach for building on this success. The Strategic Plan 2010-2013 was prepared after extensive consultation with stakeholders including Member States, fellow members of the United Nations family, outside partners and UNOPS personnel (see page 6 for more details of the plan).

## Partners

UNDP continues to be the most important partner of UNOPS. It accounted for 44 percent of total implementation expenditures with six percent from core funds, around 10 percent from trust funds (excluding UN Development Group multi-donor trust funds) and 28 percent from management services agreements (MSAs).

In 2009 a new Memorandum of Understanding for a Strategic Partnership between the two organizations was signed. It is a platform for building trust and realizing potential mutual benefits for UNDP and UNOPS and their stakeholders.

As in 2008, UNOPS largest government partnership was with the Government of Peru through an MSA, accounting for 18 percent of UNOPS total implementation expenditures. Total direct support to governments, excluding MSAs, rose from \$217 million in 2008 to \$303 million in 2009, accounting for 27 percent of total delivery.

UNOPS strengthened its partnerships with international financial institutions, including working with the World Bank on projects that implemented more than \$140 million worth of delivery in 2009. Activities also increased with the African Development Bank and Inter-American Development Bank and UNOPS signed



its first agreement with the Asian Development Bank in Afghanistan.

Work with the European Commission nearly doubled in the reporting period from around \$12 million to \$22 million, in part as a result of the Financial and Administrative Framework Agreement signed in 2008.

UNOPS also supported mine action activities that provided direct assistance to 10 United Nations peacekeeping missions.

## Key internal developments

In 2009, UNOPS strengthened its policy framework by issuing or revising 12 of its 26 corporate policies. These included the revision of the Legislative Framework and the Financial Regulations and Rules.

A major revision was also made of UNOPS global structure, institutionalizing the ‘practice approach’. The practice approach enables coordinated decision-making across the four management practices of project management, finance, procurement and human resources. It also articulates focus areas, known as implementation support practices, which are demand-driven, and will be reviewed annually. The practice approach aligns policy, business processes, tools and people across functions, areas of service and support, and geography.

UNOPS also concentrated on staff retention, motivation and job satisfaction. It developed a policy for work life harmonization and flexible working arrangements and a range of mandatory and elective training courses. A Global Personnel Survey conducted in March 2009 showed that the majority of UNOPS personnel are content with the scope of their role, have a high level of trust in their supervisors and the leadership team and feel the organization respects cultural diversity.

The UNOPS Ethics Office was established as an independent office in February 2009 and in April UNOPS adopted the draft UN Code of Ethics.

## Focus Areas

The current focus is to provide implementation support services to partners in the following spheres: Physical Infrastructure, Public Order and Security, Census and Elections, Environment and Health - all areas in which UNOPS has a recognized ability to enhance the capacities of UN agencies and partners.

In 2009, Health was the largest focus area, representing 30 percent of total delivery. Public Order and Security represented 21 percent, while Infrastructure accounted for 16 percent. Support to the Environment totalled 10 percent, and Census and Elections 2 percent. However the UNOPS infrastructure portfolio is significantly larger than reflected in the above numbers as many of the projects within the focus areas contain infrastructure outputs. For example, building hospitals falls under Health and building police stations falls under Public Order and Security.



Nurses in Myanmar attend a malaria advocacy meeting supported by the Three Diseases Fund, which seeks to reduce suffering caused by HIV/AIDS, tuberculosis and malaria. UNOPS manages the Fund in agreement with the Ministry of Health and on behalf of the donor consortium.

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# Strategic Plan 2010-2013

The UNOPS strategic plan 2010-2013 provides focus and inspiration, firmly positioning UNOPS as an integral part of the UN family.

The success of UNOPS will be measured by its ability to be a consistently reliable and trusted implementation

partner, and ultimately by how it advances the efforts of partners to improve the lives of people in need.

Focusing activities enables the organization to take optimum advantage of opportunities to complement the mandates and capacities of other United Nations entities.



Sri Lankan workers being trained in shelter building techniques under a UK government project designed to provide temporary housing and improve conditions in Internally Displaced Persons camps in Vavuniya.



Guided by a set of core values and principles, the strategic plan identifies high-level goals to which UNOPS will contribute, and the anticipated demand for its services.

It is based on the belief that, in many instances, a UNOPS shared-service approach is more beneficial to members of the United Nations family than if each were to create or extend its own operational capacity. It is also premised on demand by governments for support to deal with capacity constraints, and the need to help them develop implementation capacity.

The process of formulating the plan involved extensive consultation with UNOPS stakeholders and reflects the policy direction of the United Nations, high-level policy agreements among donors and developing countries, and research on trends in demand and leading practices. In the spirit of United Nations coherence, the plan assumes a UNOPS without political, policy or substantive mandate. UNOPS will partner with and complement other members of the United Nations system by contributing its implementation expertise.

The strategic plan also recognizes UNOPS commitment to operating in a transparent, accountable manner and emphasizes the need to communicate openly and clearly with stakeholders. While the Strategic Plan did not come into effect until January 2010 the current report reflects its structure and reports on operational results in line with the four contribution goals outlined in the plan.

## UNOPS contribution goals

<b>Goal One</b>	Rebuilding peace and stability after conflict
<b>Goal Two</b>	Early recovery of communities affected by natural disasters
<b>Goal Three</b>	Ability of people to develop local economies and obtain social services
<b>Goal Four</b>	Environmental sustainability and adaption to climate change



## There are also three cross-cutting concerns:

- Gender equality and empowerment of women
- Enhanced national capacity
- Environmental sustainability

## Methodology

The operational results reported in the following chapters are not duplicated across contribution goals even though projects may contribute to more than one. All projects that took place in conflict-affected areas are included under Goal One, even if they also relate to the environment or local economic development. Projects that took place in a post-disaster setting are included in Goal Two. All other development projects are included in Goal Three. The exception to this is reporting on the environment, as Goal Four focuses on cross-border projects or multiple country programmes that may be implemented in post-conflict, post-disaster and development settings.

The cross-cutting concerns are detailed in a separate section but results relating to these can be found throughout the contribution goal pages.

# 2009 Operational Results

## 2009 Key Results

UNOPS uses the Millennium Development Goals (MDGs) as guiding principles in choosing whether to accept projects. In 2009 UNOPS projects contributed towards all eight of the MDGs, with a particular focus on health.

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, Afghanistan and the Democratic Republic of the Congo in 2009. UNOPS also undertook substantial efforts in Indonesia and Sri Lanka, continuing reconstruction following the 2004 tsunami.

Overall UNOPS supervised the construction or rehabilitation of 124 schools, 61 hospitals and health centres, 15 police stations, 30 prisons/detention centres and over 130 other government buildings. In 2008, UNOPS supervised the construction or rehabilitation of 186 schools, 34 hospitals and health centres, 31 police stations, 20 prisons/detention centres, and 14 other government buildings.

UNOPS constructed or rehabilitated 18 bridges and over 2,200 kilometres of paved and unpaved roads in 2009,



Afghan farmers creating pistachio forest maps during a training session on sustainable forestry. The project is implemented by UNOPS, in coordination with the Government of Afghanistan, and funded by USAID.

compared to 100 bridges and 1,300 kilometres of roads in 2008.

A vast range of medical goods were procured for partners, for example equipping 26 medical centres and hospitals in Peru. UNOPS procured more than two million bednets to reduce the threat of malaria in Asia.

In total UNOPS procured over 238 million doses of medicines around the world including immunizations for tuberculosis and anti-malarial drugs. To combat HIV/AIDS alone UNOPS procured over 128 million doses.

UNOPS helped partners deliver training to more than 170,000 people in the fields of health, election monitoring and agriculture, among others. In 2008 UNOPS helped clients deliver training to more than 95,000 people in similar areas.

UNOPS helped UNHCR support over 600,000 refugees and internally displaced people. It also implemented disaster preparation schemes which helped up to a million people.

UNOPS supported the implementation of 34 international waters projects and acted as the executing agency for the Small Grants Programme, administering almost 4,000 community grant projects in more than 120 countries. In 2008 UNOPS administered more than 3,000 community projects, in more than 100 countries.

UNOPS procured more than \$870 million worth of goods (49 percent) and services (51 percent) in 2009. The competitive rate of procurement actions above \$100,000 was 90 percent, up ten percentage points from 2008. In total, 8,848 Individual Contractor Agreements were processed.

UNOPS provided common services for other UN agencies, for example supporting UN missions in Haiti and Iraq, running compounds in Afghanistan and building facilities for WFP, WHO and UNDP among others.

Through the UN Web Buy system, which allows customers to order common user items online, UNOPS procured over \$68 million worth of goods ranging from vehicles to IT equipment. UNOPS also compiled the *Annual Statistical Report on UN Procurement 2008*.

### **Case study 1:**

#### **Managing construction of United Nations facilities in Peru and the Democratic Republic of the Congo**

A new United Nations House in Peru is providing a home for seven United Nations agencies and a source of funding for children in need. Unused buildings in an orphanage complex in Lima from the early 1900s were leased by UNDP and refurbished by UNOPS in order to create the new office complex. The money also paid to renovate the orphanage section.

UNOPS supervised the design, which was in keeping with the building's rich heritage and using the latest environmental techniques. The project received the Architects Association of Peru National Architectural Quality Prize for 2009.

UNOPS also managed the construction of the new World Food Programme office in Kinshasa, the Democratic Republic of the Congo, which provides larger working spaces, new facilities and up-to-date security measures.



The newly refurbished United Nations House in Peru.



## Case Study 2: Measuring impacts as well as outputs in the Sudan

Owing to the nature of UNOPS, successes are measured at the output level, but in certain cases with the support of partners, impacts and outcomes can also be reported. In the Sudan for example, UNOPS is building roads on behalf of the Government of Southern Sudan, the Multi-Donor Trust Fund and United States Agency for International Development (USAID).

The construction of the first 70 kilometres of the Yambio-Tambura road has already resulted in an upsurge of economic activities. Before the road was built, the Nzara market contained

three shops, providing basic supplies. By October 2009 Nzara had 120 shops and 15 restaurants, with a further 20 shops under construction.

This can be credited mainly to the reduction in travel time along that stretch, from more than four hours to only 90 minutes, regardless of wet weather. This has improved the quality of goods and services available and boosted the overall development of the area, directly benefiting an estimated 130,000 citizens.



After 25 years of civil war, main transport routes in Southern Sudan have been left in a critical state. Left: An existing culvert on the Yambio-Tambura road has long since collapsed leaving it impassable in the wet season. Right: A new bridge on the same road corridor. This road now provides year round access to international trade with the Democratic Republic of the Congo and Central African Republic.

# UNOPS Contribution Goals



## Goal One

Rebuilding peace and stability after conflict



## Goal Two

Early recovery of communities affected by natural disasters



## Goal Three

Ability of people to develop local economies and obtain social services



## Goal Four

Environmental sustainability and adaption to climate change

## Goal One

# Rebuilding peace and stability after conflict

In 2009 UNOPS supported efforts to foster sustained peace and development in post-conflict situations. From Iraq, Afghanistan and the Occupied Palestinian Territory to the Sudan, the Democratic Republic of the Congo and Haiti, UNOPS managed projects on behalf of its partners in some of the world's most challenging environments. UNOPS services in support of this goal involved a range of projects focusing on security and public order, reconstruction and capacity-building.

Over 1,500 kilometres of roads were constructed or rehabilitated in conflict-affected areas, providing hundreds of thousands of labour days for local people as well as improving access to vital goods, services and humanitarian aid. For example, in Afghanistan, under the National Emergency Rural Access Project, funded by the World Bank and the Afghanistan Reconstruction Trust Fund, UNOPS supported the construction or rehabilitation of 680 kilometres of roads.

UNOPS helped a range of partners construct or rehabilitate 12 bridges in post-conflict areas in 2009. For example the Bandami Bridge, a key link connecting Southern Sudan, Uganda and the Democratic Republic of the Congo, was rebuilt as part of the Sudan Accelerated Infrastructure Programme, funded by USAID.



A Sri Lankan family, displaced by conflict in the north of the country, moves into a newly constructed shelter, built with support from UNOPS, funded by the UK Government.



UNOPS helped its partners construct or rehabilitate over 200 facilities in conflict-affected areas, including government buildings, communications networks and more. For example, a range of new administration buildings were built across Liberia to strengthen the capacity of the local administration, as part of a UNDP project under the United Nations Country Support Team Joint Programme, financed mainly by Sweden.

UNOPS rehabilitated 17 hospitals or wards and three new health centres, in Iraq, the Democratic Republic of the Congo, Somalia, Liberia and the Sudan on behalf of partners including national governments, bilateral partners such as USAID, and United Nations agencies such as UNDP, WHO, UNICEF and UNFPA.

UNOPS supported its partners by providing the infrastructure necessary for the rule of law. For example, 11 police stations and training centres were constructed or rehabilitated in the Sudan on behalf of UNDP and the Government of Southern Sudan, funded by the Multi-donor Trust Fund.

Proper construction of prisons to rigorous international standards is necessary to improve conditions. In total 25 prisons and detention centres were constructed by UNOPS in Afghanistan, Kosovo and the Sudan, and four more were designed by UNOPS architects, including Gardez Prison in Afghanistan, which increases women's access to the formal justice system, funded by the United Nations Office on Drugs and Crime and the World Bank.

UNOPS also worked with national governments to provide the infrastructure needed to maintain a viable state, such as border controls. For example, UNOPS helped to strengthen the capacity of the Afghan Government to effectively manage its borders on behalf of a large group of donors, including the Government of Japan.

UNOPS focused on improving the justice system in post-conflict areas. For example, on behalf of the European Commission, the United Nations Mission in Kosovo and the United States Government, UNOPS administered the

### **Case study 3: High quality schools in Kabul**

More than 10,000 male and female students in the Afghan capital will be provided with high quality learning facilities as a result of new buildings at the Ghazi Boys High School and the Sardar Kabuli Girls High School. The programme is funded by USAID and implemented by UNOPS.

At the Ghazi Boys High School site a new three-storey school building providing 72 classrooms is being erected and on the site of the Sardar Kabuli Girls High School, 54 new classrooms are being added. Both schools will also have science and computer laboratories, library facilities and administrative offices.

The buildings meet international standards for earthquake and fire safety and disabled access. Capacity development of the local engineering and construction industry is a major component of the Kabul Schools Programme, with UNOPS providing onsite training for approximately 500 engineering students, including women who have traditionally been excluded from the construction industry in Afghanistan.



The new Ghazi Boys High School in Kabul, due to be finished in 2010.

#### Case Study 4: Supporting economic development in Iraq

Hundreds of local businesses are being supported by the Local Area Development Programme (LADP) in Iraq. LADP aims to stimulate local economic development and generate employment by strengthening the ability of local authorities to create and execute economic development plans which also uphold human rights and promote gender sensitivity. A range of training, support and loans are being offered. More than 580 businesses have benefited from the loans, over 120 of which are owned by women. Just one cycle of the loans directly supported around 1,500 sustainable jobs and has already been fully re-paid, so the funds can now be used to benefit others. UNOPS works with the International Labour Organization on the implementation of the LADP, in partnership with six other UN agencies. It is funded by the United Nations Development Group Iraq Trust Fund.



A woman in her clothes store in Hillah, Iraq, benefiting from a micro-loan scheme implemented by the International Labour Organization and UNOPS.

vetting and selection of over 400 judges and prosecutors in Kosovo.

Restoring education services is vital to rebuilding the lives of conflict victims and in 2009 UNOPS supported partners to build more than 40 schools in conflict-affected areas, the bulk of which were in the Sudan, funded by USAID, and in Liberia for the Ministry of Education.

Elections were held in Iraq and Afghanistan last year and UNOPS provided support in a variety of ways. For example, in Iraq, in conjunction with the United Nations Assistance Mission for Iraq, UNOPS helped train over 50,000 observers, as well as setting up a

pan-Iraq communications network, for projects funded by the United Nations Development Group Iraq Trust Fund. UNOPS also assisted the European Commission, the Organization for Security and Cooperation in Europe, CANADEM, the Government of Norway and Switzerland in their Electoral Observation Mission of the Afghanistan Presidential Elections.

In order to provide shelter for tens of thousands of internally displaced persons in Sri Lanka, UNOPS constructed temporary shelters in the north in partnership with the Government of Sri Lanka. The project was funded by UNICEF, UNHCR, the Government of the United Kingdom and the United Nations Central

Emergency Response Fund. UNOPS is the largest provider of emergency shelters in Sri Lanka.

UNOPS also focused on empowering women in post-conflict settings through recruitment. For example, in Afghanistan UNOPS supported the Government to implement the Rural Accessibility Improvement Project by constructing 85 kilometres of roads, in a project funded by Sweden. UNOPS supported efforts to encourage women's participation, setting up a female community group to oversee the work of more than 50 women.

Special efforts were also made to stimulate local employment and develop the capacity of local workers when building peace. For example, on behalf of the Sudan Accelerated Infrastructure Programme, UNOPS used local contractors in order to generate employment and develop local capacity.

In 2009 UNOPS helped UNDP and the United Nations Mine Action Service (UNMAS) respond to the problems of landmines and explosive remnants of war, providing services such as recruitment, procurement, 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, mine clearance was conducted in 282 communities, clearing or cancelling over 1,000 minefields, while in the Democratic Republic of the Congo, over 330,000 people received mine risk education.

In the Sudan the clearance of 36,000 kilometres of roads by UNMAS since 2005 has led to approximately \$150 million savings in the cost of air transport for the United Nations Mission in the Sudan and humanitarian agencies.

### **Case study 5: Clearing unexploded ordnance in the occupied Palestinian territory**

Inhabitants of the occupied Palestinian territory live and work in communities extensively contaminated by explosive remnants of war. In early 2009, after the Israeli military operation "Cast Lead", the United Nations Mine Action Service deployed teams into Gaza to mitigate the immediate threat of unexploded ordnance and facilitate the safe delivery of humanitarian aid and the removal of rubble. Within 10 days the teams had cleared all major road access routes and all United Nations facilities. During 2009 United Nations teams assessed more than 1,600 sites and removed 337 pieces of unexploded ordnance in preparation for rehabilitation projects. The programme is funded by the governments of the Netherlands, the United Kingdom, Australia, Sweden, the European Commission, United Nations Office for the Coordination of Humanitarian Affairs, UNDP and the United Nations Voluntary Trust Fund. UNOPS is the implementing partner providing human resources and procurement services.



A member of a UN Mine Action Team clears unexploded ordnance in Gaza.



## Goal Two

# Early recovery of communities affected by natural disaster

In 2009 UNOPS helped communities affected by natural disasters by supporting reconstruction and disaster management projects.

In previous years UNOPS supported a large number of projects providing post disaster reconstruction in countries affected by the 2004 tsunami (see case study 7). By 2009 many of those projects had finished but UNOPS continued to implement UNICEF's school building project, in regions affected by the tsunami or the subsequent earthquake, managing the construction of 53 earthquake-resistant schools in Indonesia for UNICEF and the Government of Indonesia.

In order to reduce damage caused by natural disasters UNOPS worked with a number of countries to develop their national capacity for prediction, preparedness and mitigation. In Argentina UNOPS helped UNDP procure specialized earthquake equipment for the 'Instituto Nacional de Prevención Sísmica' to enhance its capacity to monitor seismological activity, on behalf of the Government of Argentina.

In the Democratic Republic of the Congo UNOPS trained 85,000 people in Goma in disaster preparedness, including students in 50 schools and inhabitants of five



Solar panels are carried by horses to seismic stations in the Argentinian mountains. UNOPS helped UNDP procure specialized earthquake monitoring equipment to support the National Institute of Seismic Prevention on behalf of the Government.



Mount Nyiragongo, a highly active volcano near Goma, in the Democratic Republic of the Congo. UNOPS is providing disaster prediction and preparation services on behalf of its partners.

### **Case Study 6:** **Monitoring volcanic risk and raising awareness in the Democratic Republic of the Congo**

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In the Democratic Republic of the Congo, nearly one million people living in the shadow of a highly active volcano are safer as a result of a monitoring and awareness-raising project.

Mount Nyiragongo last erupted in 2002, destroying part of Goma city centre, leaving nearly 160 people dead and over 120,000 people homeless.

Several initiatives are now monitoring the volcano as well as providing risk education to locals. A Volcano and Environmental Risk Management Unit estimates risk levels in the

area, with help from international experts who train local scientists and install updated monitoring equipment. The data collected by the unit in collaboration with the local Volcanic Observatory has led to the creation of hazards maps and a new contingency plan, enabling safer urban planning.

UNOPS has partnered with UNDP, the governments of the United Kingdom, Switzerland and Luxembourg and the European Union to deliver this project.

IDP camps. UNOPS worked with the Goma Volcano Observatory to help international experts train local scientists, on behalf of UNDP with funding from the governments of the UK, Switzerland and Luxembourg. Overall UNOPS work in the Democratic Republic of the Congo helped over one million people reduce their risks in the event of an eruption (see case study 6).

UNOPS also supported environmental measures to reduce the threat of natural disasters. For example with funding from the European Commission UNOPS supported the Government of Sri Lanka to plant around

50 hectares of trees to provide coastal communities with greater protection from future ocean events, as well as improved environmental conditions and sustainable firewood collection.

When working in the aftermath of a natural disaster UNOPS generally focuses on infrastructure damage assessment, creating initial shelters, procuring necessary goods and planning future reconstruction projects. The work UNOPS has done in Haiti since the January earthquake is a clear example of UNOPS Goal Two focus, and will be reported in the 2010 Annual Report.



A new school built by UNOPS on behalf of UNICEF is opened in Banda Aceh, Indonesia, as part of the post-tsunami reconstruction efforts (see case study 7).



## Case Study 7: Building back better – post-tsunami reconstruction



A maternity and neonatal ward complex in Kalmunation Base Hospital in the east of Sri Lanka, rebuilt following the 2004 tsunami.

The 2004 Indian Ocean tsunami and subsequent earthquake in 2005 claimed the lives of more than 220,000 people and caused over \$10 billion in damages. Alongside the rush of emergency aid, there was also a realization of the need for longer-term reconstruction programmes and the chance to “build back better”.

In Indonesia and Sri Lanka, many of the reconstruction projects UNOPS has been active in are now drawing to a close. In support of its partners in those countries over the past five years, UNOPS managed the construction of 251 schools and 89 health facilities, as well as hundreds of kilometres

of roads, five bridges, 142 school kitchens and 90 houses.

The largest single programme was in Aceh Province and Nias Island, Indonesia, where on behalf of UNICEF, UNOPS managed the construction of 225 new primary schools and 27 integrated health, nutrition and early childhood development centres. Among a broad range of projects in Sri Lanka, UNOPS managed the construction of 21 schools and 33 health facilities on behalf of UNICEF and 16 health centres on behalf of UNFPA. In both countries UNOPS worked closely with national and local authorities to ensure accountability and ownership.

## Goal Three

# Ability of people to develop local economies and obtain social services



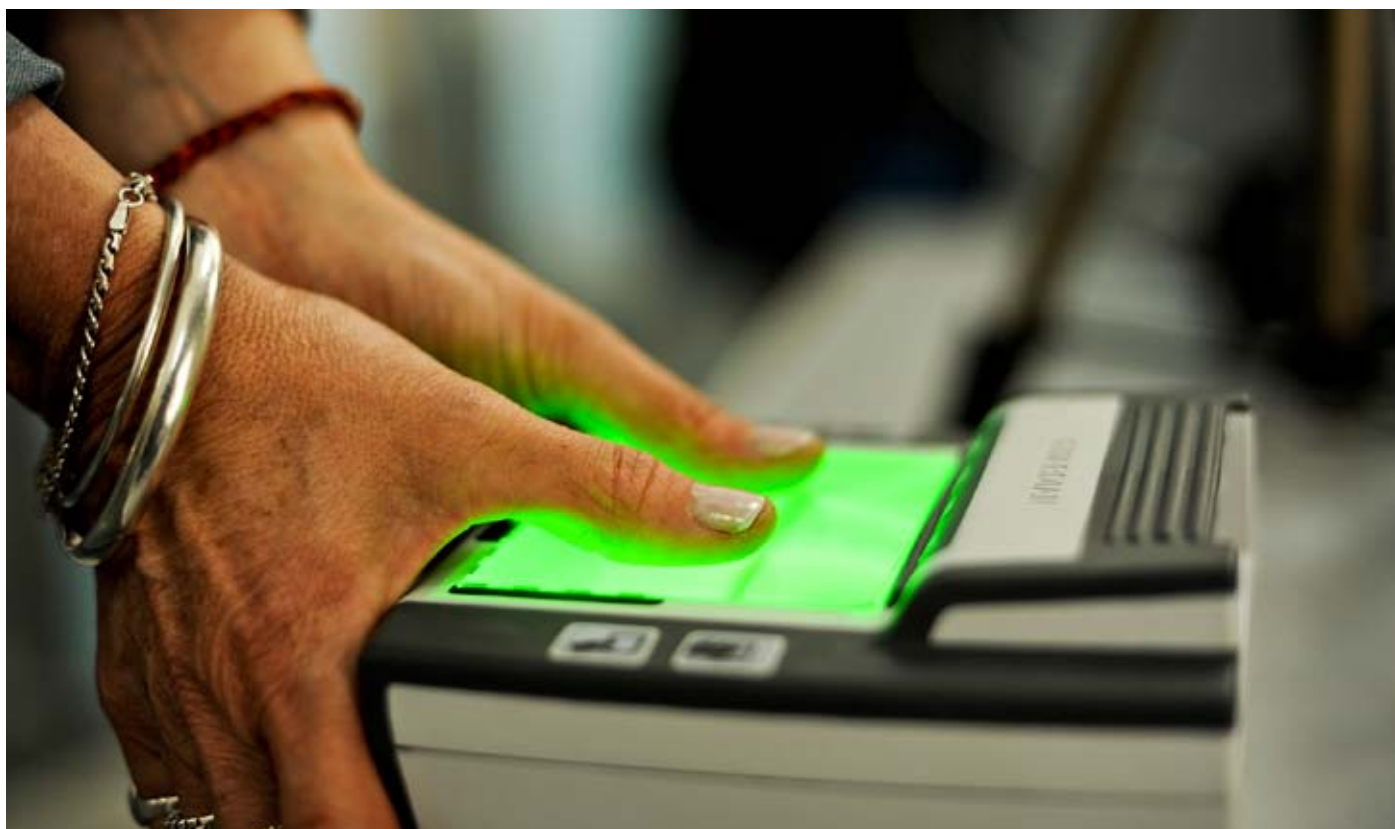
A farmer in El Salvador who is receiving support through a rural development initiative on behalf of UNDP, funded by the International Fund for Agricultural Development and the Government of El Salvador.

UNOPS supported local economic development and improved access to social services across all environments in 2009 but for the sake of clarity in reporting, this section will only look at projects in areas which are neither post-conflict nor post-disaster.

UNOPS contributed to partners' efforts in low- and middle-income countries to eradicate extreme poverty and hunger, achieve universal primary education, reduce child mortality, improve maternal health, and combat HIV/AIDS, malaria and other diseases.

UNOPS did this by, among other things, managing the construction of physical infrastructure, such as roads, schools and local government buildings, supporting income-generation initiatives and through the procurement of goods.

A vast range of medical goods were procured for partners, including over 500 items of high-tech hospital equipment for health providers in six Latin American countries. This included equipping 26 medical centres and hospitals in Peru, for example procuring specialist cardiology equipment for the Peruvian National Heart Institute. In Peru UNOPS also helped the national health insurance agency EsSalud extend health insurance to over eight million Peruvians on behalf of the Government.



A woman recording her fingerprints, a measure to improve security for new identity cards in Argentina. UNOPS is procuring all the goods necessary to produce the cards, for the Ministry of the Interior.

Over two million bednets were purchased in Asia to reduce the threat of mosquito-borne malaria. The bulk of these were in India, where UNOPS works on behalf of the Government, the World Bank and the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) to ensure efficient and transparent use of public funds.

In 2009 UNOPS procured over 238 million doses of drugs around the world, for example buying almost 20 million doses in Argentina for a UNDP project on behalf of the Government.

UNOPS has supported its partners in the fight against HIV/AIDS in accordance with MDG 6, procuring over 128 million doses of essential HIV/AIDS medicines in 2009. In Myanmar the Three Diseases Fund seeks to reduce the suffering caused by HIV/AIDS, tuberculosis and malaria. In 2009 the fund supported the distribution of more than 2.5 million clean needles to prevent HIV transmission among drug users. Through its

implementing partners, the fund reached over 500,000 people with HIV prevention schemes and distributed almost 25 million condoms. UNOPS manages the fund in agreement with the Ministry of Health and on behalf of the donor consortium which consists of Australia, the European Commission, the Netherlands, Norway, Sweden, Denmark and the United Kingdom.

UNOPS is contracted by the GFATM to provide Local Fund Agent services in 14 countries in Africa, Asia and Europe. National teams of technical consultants provide independent assessments and offer recommendations to build national capacity and to enable continued GFATM grant funding.

In total UNOPS supported the training of more than 20,000 people in various health techniques, for example recruiting and training 643 women in India as part of the Government of Norway-funded Norway India Partnership Initiative, combating under-five child mortality.



### Case study 8: Helping India achieve transparent and efficient health procurement

In a country of India's size, procurement for health is a vast undertaking, requiring the transparent management of large sums and the efficient delivery of much-needed goods. To help overcome some of these challenges, the Government of India, through a competitive process, chose UNOPS as a procurement agent in 2007, to procure goods for health sector programmes, with an annual budget of more than \$100 million.

In 2009 UNOPS issued 56 international tenders for medical equipment and drugs to combat a number of diseases. In 2009 the project procured more than two million bednets to reduce malaria, almost one million diagnostic kits for HIV, hepatitis C virus and hepatitis and over 150 million doses of drugs, among other things. The project is funded by the governments of India and the United Kingdom, the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the World Bank.



Hepatitis drugs procured by UNOPS for the Indian Ministry of Health.

In total UNOPS built or rehabilitated over 30 hospitals and health centres in low- and middle-income countries, including nine new hospitals in Peru on behalf of the Government.

UNOPS also helped its partners run a range of large infrastructure projects designed to boost local development, for example constructing or rehabilitating over 450 kilometres of roads across 80 villages in Peru. Working with UNDP, UNOPS is a strategic partner of the Ministry of Housing of Peru in the development and execution of the programme. In Sri Lanka UNOPS managed the rebuilding of two fishing harbours in a project, funded by the Government of Greece, benefiting about 10,000 fishermen and their families. The project also has significant environmental benefits.

Over 200 Local Economic Recovery Strategic Plans were developed in low- and middle-income countries with help from UNOPS, leading to a range of economic initiatives. For example, under a plan developed in Kenya, local companies were trained to save money through energy efficiency. This project was implemented in partnership with UNDP and UNEP, and also sought to combat climate change by reducing CO<sub>2</sub> emissions.

UNOPS supported its partners in developing rural livelihoods, and implemented over 100 rural development schemes across Africa and Latin America. For example, in Peru UNOPS worked with the United Nations Office on Drugs and Crime to reduce illicit coca cultivation by providing alternative income sources.

UNOPS helped partners support the rule of law in low- and middle-income countries, for example procuring uniforms for more than 92,000 police officers in Peru as part of a government-funded project. In Argentina UNOPS helped increase access to social services by supporting the Ministry of the Interior in its roll-out of a new type of identity card, procuring all the goods necessary to produce over 10 million cards.

### Case study 9: Improving transport in Peru

An estimated five million people in Lima are to benefit from a new Central Bus Station and road network that seeks to reduce pollution, accidents and access problems.

The recently completed station is to be the main hub of a new transportation system known as the Metropolitano, which includes an eco-friendly network of 500 gas-powered buses.

The Metropolitano will ease traffic between key commercial and industrial locations, as well as improving access to schools and residential areas.

The project budget of \$36 million has been funded by the Lima Metropolitan Municipality and the Inter-American Development Bank. UNOPS supervised the station works and was responsible for fund and project management.



Lima's new Central Bus Station, constructed by UNOPS on behalf of the Lima Metropolitan Municipality and the Inter-American Development Bank.

## Goal Four

# Environmental sustainability and adaptation to climate change

UNOPS helped partners implement climate change adaptation activities, address the environmental consequences of natural disaster or conflict, protect bio-diversity, international waters and vulnerable areas. It also helped implement sustainable energy solutions and support small grants for non-governmental and community organizations.

In many cases the transboundary nature of environmental issues necessitates coordinated international action. The International Waters cluster of UNOPS executes projects with a focus on transboundary water systems, at the request of UNDP and funded by the Global Environment Facility (GEF). These include multi-country rivers,

### Case Study 10:

#### Small grants bring solar power and reforestation to Guatemalan village

A remote community of 21 families in Guatemala is learning how to preserve their land and harness solar power with the support of a \$19,098 grant from the GEF Small Grants Programme, implemented by UNDP and executed by UNOPS.

Five solar-powered light bulbs were installed in each of the village homes, replacing environmentally harmful fuel sources, satisfying the GEF objective on climate change mitigation. In order to ensure long-term sustainability, community members were trained to maintain the solar equipment.

The community, dependent on local resources, also used part of the grant to reforest nearly two hectares with 8,000 native trees.



Houses in a remote Guatemalan village now using solar power due to a Global Environment Facility grant.



marine eco-systems, lake basins and shared groundwater resources. The 34 projects in the portfolio help countries to work together to fight ecological stress, such as overfishing and industrial pollution. Projects cover regions, including the Yellow Sea, the Caspian Sea, the Orange-Senqu River, and the Benguela Current. In addition projects such as “International Waters: Learn” and Capacity-building for Integrated Water Resources Management (CAPNET) concentrate on knowledge-sharing and capacity-building among projects.

UNOPS served as the executing agency for the UNDP implemented GEF - Small Grants Programme. The GEF Small Grants Programme addresses global environmental issues while also contributing to the needs of local populations and promoting environmental policy in participating countries.

UNOPS provided administrative and financial management to about 4,000 community grant projects in more than 120 countries. These small-scale environmental initiatives cover a huge range of projects, such as the protection of sea turtles in Albania, the solar powering of villages in Benin and the protection of the rare mountain bongo antelope in Kenya. Of the 4,000 grant projects, 48 percent dealt with biodiversity, 19 percent climate change, 16 percent land degradation and 17 percent with other environmental issues.

UNOPS helped 21 African countries build their environment management capacity and adjust national development processes to incorporate climate change risks and opportunities. The countries involved have now introduced planning mechanisms to manage the uncertainties of climate change, are implementing climate-resilient policies and have built leadership capacities and institutional frameworks to manage climate change risks and opportunities. The project was funded by UNEP, UNDP, GEF and the Universal Postal Union.

### **Case study 11: Protecting biodiversity in the Congo Basin**

Gorillas, elephants and other threatened species living in the world’s second largest expanse of tropical rainforest are receiving additional protection thanks to the TRIDOM project. The biodiversity of the Congo Basin is under threat owing to poaching, timber exploitation, mining and human settlements. The TRIDOM project is assisting the governments of Cameroon, Gabon and Congo to create and run a 40,000 km<sup>2</sup> transboundary complex of nine protected areas with a central zone spread across the three countries.

Local communities are involved in the management of natural resources as well as developing revenue-generating activities related to the conservation of the area. The seven-year project is funded by the GEF, implemented by UNDP and executed by UNOPS.



A pair of endangered forest elephants who are now protected by the TRIDOM project.

# Cross-cutting concerns



An Indian yashoda holding a newborn baby. Yashodas are trained to offer post-natal support to mothers and midwives by the Norway India Partnership Project.

In 2009 UNOPS helped partners pursue a range of cross-cutting initiatives across all four contribution goals, as detailed in earlier chapters. In some cases the cross-cutting concerns were pursued as a primary outcome and in others cross-cutting outcomes were integrated into a project with a different primary goal.

## The cross-cutting concerns are:

- Gender equality and the empowerment of women
- National capacity development
- Environmental sustainability

## Gender equality and the empowerment of women

Gender equality and the empowerment of women are keys to development, as well as important goals on their own. Gender equality is the focus of MDG 3, affects all the other MDGs and is essential to peacebuilding and humanitarian relief and recovery.

UNOPS emphasized gender equality and the empowerment of women in many projects operational in 2009. In the future UNOPS will further improve in this area, including gender components in all relevant projects.

UNOPS focused on helping partners build the capacity of women in the labour force, as entrepreneurs or police officers, engineers or labourers. For example, UNOPS helped the Palestinian Authority develop the Jericho Police Training Centre, funded by the European Commission, which includes separate facilities to encourage female recruits. It helped create the conditions for women to become day-labourers on Swedish-funded road projects in Afghanistan, while providing female Afghan engineering students with crucial building-site experience on the USAID Kabul schools project.

UNOPS focused on gender in the field of health, helping partners train female health workers and improve maternal and child health. For example, as part of the Norway India Partnership Initiative, funded by the Government of Norway, UNOPS assisted in the training of 10,300 female Accredited Social Health Activists.

UNOPS supported partners' efforts to change negative attitudes to women, for example in Pakistan, where a UNDP project funded by the United Kingdom Government strengthened police knowledge of existing gender-based violence laws.

## National capacity development

National capacity development is a central objective of the operational activities of the United Nations system. UNOPS complements the efforts of United Nations partners towards this goal by providing relevant services and sharing its knowledge and experience.

In 2009 governments increasingly requested UNOPS support to supplement and develop their own capacities in a range of ways, and some form of training was present in a majority of projects.

UNOPS helped its partners deliver direct training to more than 170,000 people in the fields of health, election monitoring and agriculture, among others. For example, in Kenya, on behalf of the Common Fund for Commodities, over 1,300 coffee farmers received training on good coffee husbandry, helping to double productivity in the area.



Congolese workers in South Kivu complete a course on local economic stimulation as part of a UK Government project working to promote stability in the country.



UNOPS also helped partners deliver on-the-job training to local workers, for example in the Sudan Accelerated Infrastructure Programme, where activities included training Sudanese contractors in road construction and

maintenance. UNOPS also supported efforts to raise the capacity of government bodies, training staff at the State Ministry of Physical Infrastructure in the Sudan to deliver a project to international specifications.

## Environmental sustainability

Environmental sustainability is of global concern, and people living in poverty are likely to bear the brunt of environmental hazards, including the depletion of natural resources and the effects of climate change. Environmental sustainability is the focus of MDG 7 and affects several other goals.

UNOPS targeted environmental sustainability and climate change as a contribution goal, helping partners implement climate change adaptation activities, protect biodiversity, international waters and vulnerable areas, implement sustainable energy solutions, and support small grants aimed at environmental non-governmental organizations (see Goal Four).

UNOPS also addressed the environmental consequences of natural disaster or conflict and mainstreamed sustainable infrastructure across all contribution goals and practices, as reported in preceding sections. For example, when UNOPS managed the rebuilding of two fishing harbours in Sri Lanka in a project funded by the Government of Greece, environmental benefits such as protecting the beach from fuel spills were included.

UNOPS also focused on sustainable procurement across a range of projects and at headquarters. For example, in conjunction with UNEP, UNOPS worked towards a United Nations-wide sustainable procurement policy. UNOPS worked with UNEP to create product guidelines, an eco-label guide and training courses as well as a comparison mechanism to help UN Web Buy users select vehicles according to environmental performance. When compiling the *2008 Annual Statistical Report on United Nations Procurement*, UNOPS also created a thematic supplement on sustainable procurement.



Women clear fishing nets on a beach in the Seychelles which is now being protected by the Agulhas and Somali Current Large Marine Ecosystems project.

### Case Study 12:

#### Developing the capacity of government departments and women to help the environment in Afghanistan

The Afghanistan Conservation Corps works to conserve Afghanistan's biodiversity, improve rural livelihoods and build national capacity to manage forests and watersheds sustainably.

Labour-intensive methods provide work for vulnerable local residents, such as returning refugees, internally displaced persons, ex-combatants and women. In 2009 alone the Corps planted 500,000 tree saplings while creating at least 50,000 labour days.

The Corps also provided training to 420 women on poultry farming, and to 290 government staff and farmers on soil and water conservation, and forestry. It worked closely with the Women's Affairs Department to select vulnerable women to receive gardening training before being given work rehabilitating public spaces such as parks, hospital compounds and school gardens. The Corps is funded by the United States Government and managed by UNOPS. Projects are identified by and implemented in collaboration with Afghan government ministries and local communities.



The Women's Garden at the Mausoleum of Gawarshad Begum in Herat, Afghanistan. The Afghanistan Conservation Corps employs women to maintain the garden with tasks including irrigation, planting and weeding.

# Financial highlights\*

**Results for the year ended 31 December 2009,  
with comparative figures for the year ended 31 December 2008  
(USD '000s)**

INCOME STATEMENT	2009	2008	% change
INCOME			
Support costs and fees	61,947	50,209	23%
Advisory and Reimbursable Services Income	20,569	9,390	119%
Miscellaneous income	7,826	8,664	-10%
TOTAL INCOME	90,343	68,263	32%
less: TOTAL EXPENDITURE	64,414	61,722	1%
EXCESS OF INCOME OVER EXPENDITURE	25,929	6,541	332%
less: PROVISION AND WRITE-OFF OF RECEIVABLES	15,592	6,483	140%
NET EXCESS OF INCOME OVER EXPENDITURE	10,337	58	

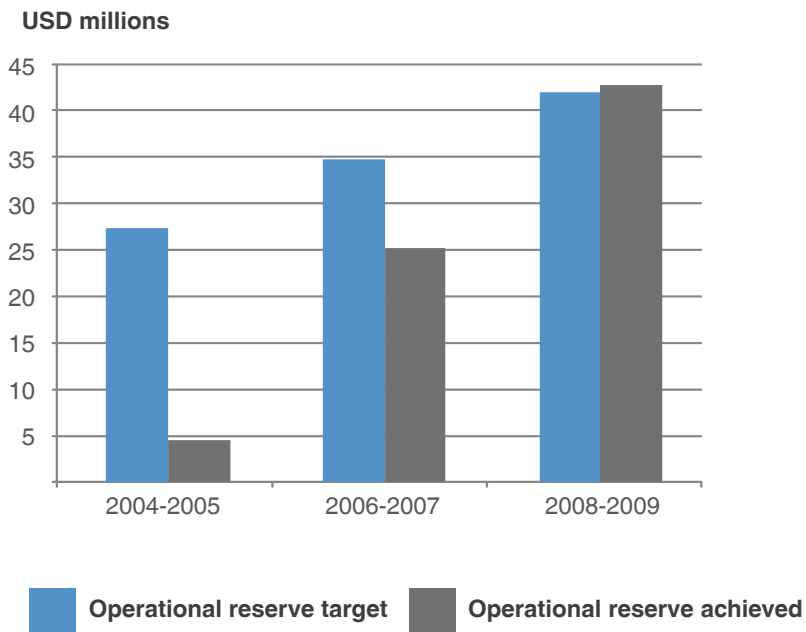
**Statements of Assets, Liabilities & Reserves as at 31 December 2009,  
with comparative figures for the year ended 31 December 2008  
(USD '000s)**

BALANCE SHEET	2009	2008	Increase / (Decrease)
ASSETS			
Cash and Term Deposits	444,070	151,959	292,111
Accounts Receivable	39,639	31,097	8,542
Interfund Accounts	240,202	503,994	(263,792)
TOTAL ASSETS	723,911	687,049	
LIABILITIES			
Contributions Received in Advance	404,054	309,477	94,577
Unliquidated Obligations	218,797	291,622	(72,825)
Accounts Payable, provisions & employee liabilities	58,326	55,870	2,456
	681,177	656,970	
RESERVES			
Operating Reserves	42,733	30,079	12,654
TOTAL LIABILITIES & RESERVES	723,911	687,049	

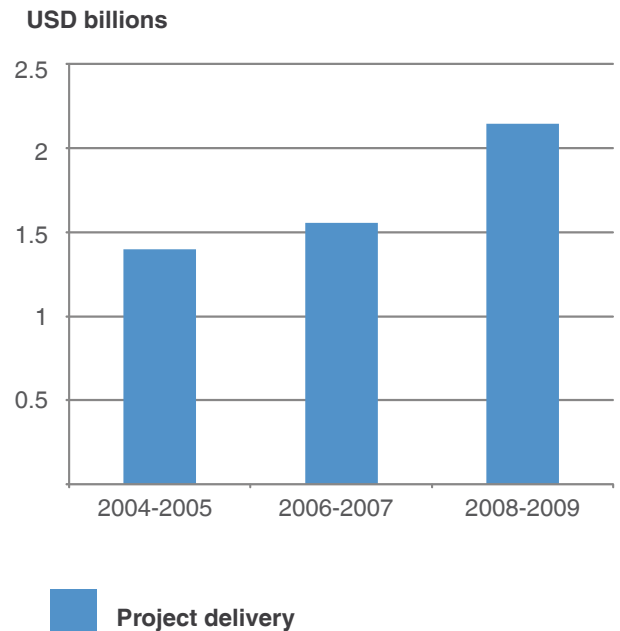
\*The UN Board of Auditors is presently performing the audit of UNOPS 2008/2009 results & financial position as at 31 December 2009.



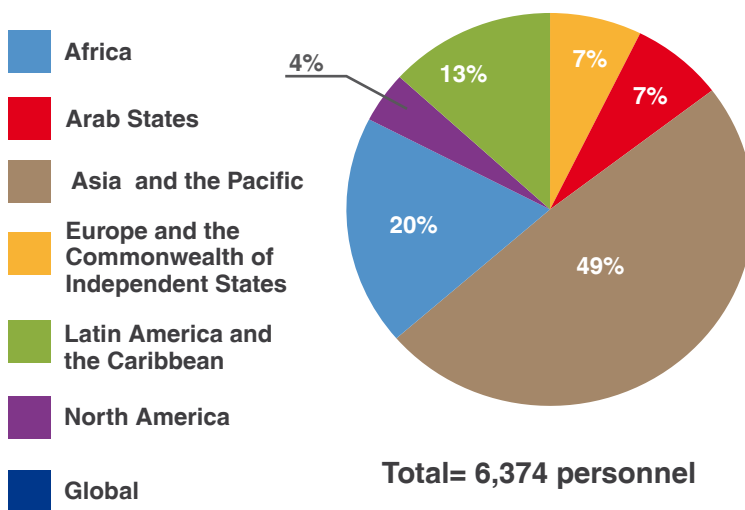
## Operational reserve at the end of biennium



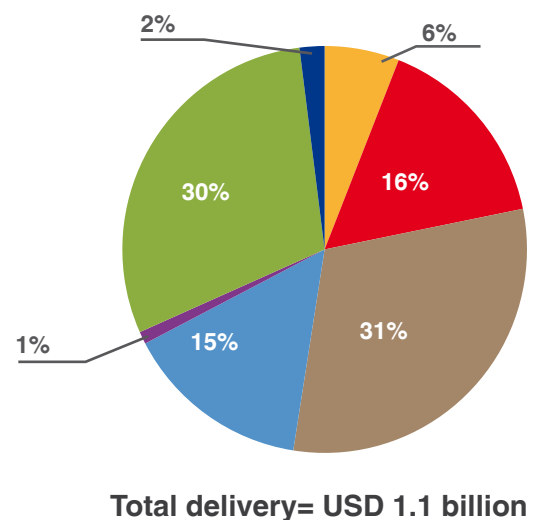
## Project delivery for the biennium



## UNOPS personnel by duty station



## Project delivery by country\*\*



\*\*UNOPS implements projects globally on behalf of its business partners - USD 1.1 billion in 2009. UNOPS earns management fees for the delivery of this service - USD 61.9m in 2009 - which is reflected as top line in the income statement.



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