



UNOPS



INFRASTRUCTURE



PROJECT MANAGEMENT



PROCUREMENT

DELIVERING SUSTAINABLE RESULTS



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Delivering sustainable results

We need to build sustainability into all our development efforts. In line with the United Nations Conference on Sustainable Development in Rio de Janeiro in 2012, we must translate international commitments into action on the ground; often in some of the world's most challenging environments. Only then will the world community be able to create the future we want.

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. In doing so we aim to always satisfy partners with management services that meet world-class standards of quality, speed and cost-effectiveness.

Ensuring that results are sustainable—by incorporating the economic, social and environmental dimensions of development—is not always easy. There is a need to build knowledge of how to address such challenges and create the methods and processes to better design and implement projects that deliver sustainable results.

UNOPS has been mandated as a central resource in the United Nations in the areas of procurement and physical infrastructure. We know that in these fields we must be leaders in sustainability. In the pages that follow there are examples of the progress that is being made. From our policy on sustainable infrastructure launched in Rio, to our work with fellow UN organizations on sustainable procurement, a solid framework is being laid. Many projects already incorporate such principles, be it engaging communities in infrastructure development in South Sudan, to developing local capacity for mine action in Afghanistan or using renewable materials when building shelters in Haiti.

At the same time UNOPS is working hard to deliver projects more efficiently. Development funding is a limited resource and the need for the effective and transparent use of both national and donor funds is crucial. UNOPS was the first United Nations organization to obtain ISO 9001 certification for its global

quality management system and was first to publish information on its projects in line with the standards set by the International Aid Transparency Initiative. You can now find details on more than 1,000 active projects on UNOPS website, www.unops.org.

UNOPS implements projects on behalf of its partners, the United Nations family, international financial institutions, governments, intergovernmental organizations, non-governmental organizations, foundations and the private sector. In 2011 this included managing the construction or renovation of 74 schools, 14 hospitals, 33 police stations, 17 prisons, 2,300 kilometres of roads and over 45,000 shelters and camp facilities. We helped our partners train more than half a million people and procure more than 2.2 million pieces of equipment. Mine action work was supported in 14 countries. These services, and the many others UNOPS provided, helped our partners make a real difference.

UNOPS is committed to constantly improving the quality of its operations. We achieve this through focus within our mandate and core competencies, and by striving for a leading role in sustainability in physical infrastructure and public procurement. By doing so we can better support our partners and people in need, and play our part in helping the development community live up to Rio, by promoting a sustainable future for our planet and for present and future generations.

Thank you,



Jan Mattsson





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Who we are

“UNOPS plays a critical role in providing management services for our life-saving peacebuilding, humanitarian and development operations.”

Ban Ki-moon,
United Nations Secretary-General

Our mission

UNOPS mission is to expand the capacity of the UN system and its partners to implement peacebuilding, humanitarian and development operations that matter for people in need.

Our vision

Working in some of the world's most challenging environments, UNOPS vision is to always satisfy partners with management services that meet world-class standards of quality, speed and cost-effectiveness.

UNOPS is an operational arm of the United Nations, supporting a range of partners in the implementation of more than \$1 billion worth of peacebuilding, humanitarian and development projects every year.

We are a central resource for the UN system, providing project management, infrastructure and procurement services that range from managing the construction of roads in Afghanistan to building shelters in Haiti and purchasing pharmaceuticals in Argentina.

By managing around 1,000 projects for our partners at any given time, UNOPS makes significant, tangible contributions to results on the ground.

A member of the United Nations family

UNOPS is a not-for-profit organization and ensures that any savings made during implementation are returned to the funder or reinvested to boost project impact.

We are able to work in the most hard to reach areas, despite considerable security and environmental challenges. We are an active member of United Nations country teams, working closely with other UN organizations to support the achievement of the Millennium Development Goals in a sustainable manner.

Our commitment to quality was rewarded in 2011 when UNOPS became the first UN organization to receive the **ISO 9001** certification for its global quality management systems.

Sustainable development

A focus on high-quality results is built into the culture of UNOPS, with the economic, social and environmental aspects of sustainability core to our work.

We have a strong belief in national ownership and work closely with governments and communities to ensure increased sustainability for the projects we support.

Whenever possible we promote three cross-cutting concerns: the development of national capacity, gender equality and the empowerment of women, and environmental sustainability.

By keeping these considerations in mind during project planning and implementation, we help partners increase the long-term impact of their projects.

More information on the results achieved on behalf of our partners is available in the operational results section (see [page 30](#)).

Choosing UNOPS

Our partners choose UNOPS because they realize our skills, experience and scope will give their projects a better chance of success.

UNOPS is fully self-financing and is neutral with no political or substantive mandate. UNOPS does not need a public profile for fundraising or advocacy, instead taking a low-key role and promoting the projects of our partners.

UNOPS services help partners supplement their own capacities, improve quality, reduce risks, boost cost-effectiveness and increase speed.





UNOPS works in some of the most challenging environments in the world, from Somalia to Iraq to Haiti. Where possible we implement our partners' projects using local labour, to help boost the economy, build capacity and help communities recover from crisis. This UNOPS worker is constructing rural roads under the 16/6 project, a Haitian Government initiative to help people affected by the 2010 earthquake to return home.

UNOPS is a member of the International Aid Transparency Initiative and all our management services meet the highest international standards of transparency and accountability.

Types of support

We customize our support to individual partner needs, offering three different types of service:

Implementation: providing management services to our partners projects, for example construction services to the World Food Programme (WFP) for a new office and storage compound in the Democratic Republic of the Congo.

Advisory: building national capacity in our core mandated areas (see [page 22](#) for more details).

Transactional: providing stand-alone human resource management and procurement, for example managing over 300 personnel contracts for the United Nations Human Settlements Programme (UN-HABITAT) across Asia in 2011.

We provide this support in three main areas: →

- infrastructure
- procurement
- project management

We call these our delivery practices as we deliver projects and results for our partners. In the light of Rio+20 and the increasing United Nations sustainability agenda, we are working hard to make all our work more sustainable.



Our mandate

UNOPS has been mandated by the United Nations General Assembly (GA) to be a central resource for the United Nations system in procurement, contracts management, civil works and physical infrastructure development, including the related capacity development activities. The GA resolution also endorsed a number of earlier decisions taken by the United Nations Economic and Social Council and UNOPS Executive Board.

In the context of coherence and the furthering of United Nations objectives, UNOPS may act as a service provider to various actors in the development, humanitarian and

peacekeeping arenas, including the United Nations, donor and recipient governments, intergovernmental organizations, international and regional financial institutions, non-governmental organizations, foundations and the private sector.

The resolution also recognized the potential for value-adding contributions that UNOPS can make in providing efficient, cost-effective services to partners in the areas of project management, human resources, financial management and common/shared services.

See resolution: A/RES/65/176

Key results

achieved for partners

UNOPS supports projects on behalf of a range of partners, creating real results that matter for people in need. The figures below are aggregates of outputs produced around the world in 2011 by the 1,049 projects active during that year. For a more in-depth breakdown of our operational results, as well as details of project funders and partners, see [page 30](#).



In 2011,

2,301 km

of roads were constructed or rehabilitated, as well as 14 bridges, 14 harbours and 5 airstrips

“The new roads have really changed our lives. Now we can access schools, hospitals and markets easily.”

Mohammadullah,
a farmer who earned extra money as a labourer on a UNOPS-
implemented road project in Afghanistan, funded by Sweden

UNOPS managed the construction or rehabilitation of **health** and **education infrastructure** such as:



74

schools



8

training centres



14

hospitals



28

health clinics



52

laboratories

UNOPS managed the construction or renovations of **rule of law** and **governance infrastructure** such as:



33 police stations and
7 police training centres



12 courthouses

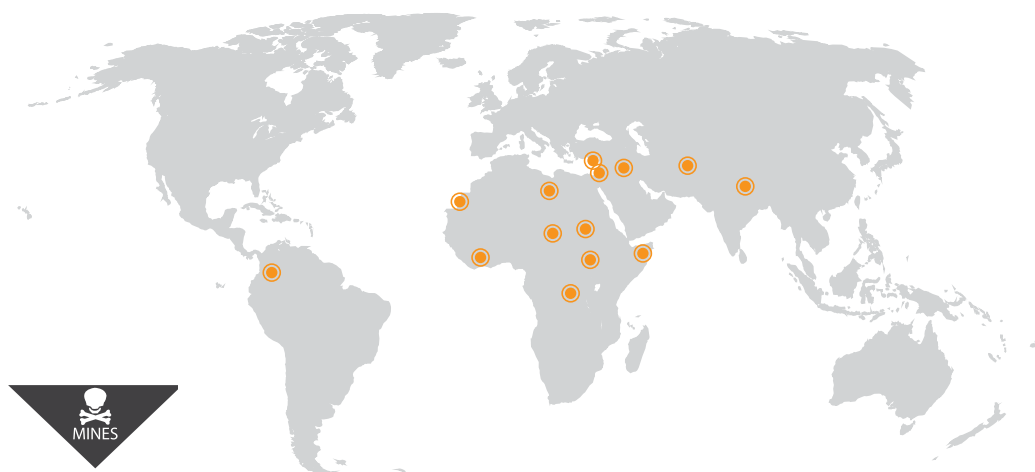


17 prisons and 4 detention centres



53 government administration buildings

UNOPS helped implement **mine action** programmes in 14 countries and territories around the world:



- Afghanistan
- Côte d'Ivoire
- Nepal
- South Sudan
- Chad
- Cyprus
- Occupied Palestinian territory
- Sudan
- Colombia
- Iraq
- Somalia
- Western Sahara
- Democratic Republic of the Congo
- Libya



In **post-conflict** and **post-disaster** settings UNOPS helped partners construct or maintain more than:

12,400 emergency relief structures, such as shelters

32,300 other relief facilities, such as toilets and septic tanks

In 2011,
UNOPS procured more than
\$778 million
worth of goods and services



\$63 million
worth of goods were procured through our electronic catalogue UN Web Buy by other United Nations organizations

Over
1 million people
were **assessed or treated for disease** and more than 496,000 were reached with disease-prevention initiatives

More than **30 million medical supplies** were handled including more than:

 **6.7 million**
needles and 11 million condoms distributed

 **27.3 million**
doses of medicine procured or distributed

More than
2.2 million
units of machinery or equipment were procured for UNOPS partners


1.7 million
of these were for government institutions



UNOPS helped its partners **develop local capacity** by supporting the training of more than
534,000 people



520 grants
were administered or monitored by UNOPS to fund a range of projects, in addition to about 4,000 UNDP-GEF small grants in more than 120 countries



46 countries
were supported with **environmental management**, and national parks were supported in seven countries



3,587
local organizations
were supported with the help of UNOPS



219
high-level events and meetings were organized with the help of UNOPS

UNOPS people

“Recruiting skilled personnel in a transparent, efficient and speedy manner has a real impact on our ability to deliver results that matter for people in need.”

Vitaly Vanshelboim,
Deputy Executive Director, UNOPS



Our workforce

At UNOPS, our people are the central driving force behind our success.

UNOPS has a diverse mix of more than 6,000 talented and committed personnel running essential operations around the world. The skills and experience of our team provide the best platform for the success of partners' projects.

Forty percent of our fixed-term staff are women, and we are continually striving to improve this gender balance. We also aim to ensure that our personnel represent the widest range of nationalities and cultures possible, with 80 percent coming from developing countries. The vast majority of UNOPS personnel are nationals, working in their own country and developing local capacity.

Our expertise

In order to deliver vital support and services to people in need, UNOPS employs people with skills in many disciplines, from project management to procurement, finance, human resources and more.

Working at UNOPS offers considerable opportunities for professional and personal development. UNOPS offers internal courses and funds external training, with a growing

“When I talk about my job, the word ‘pride’ comes to mind first and foremost. Serving under the UN umbrella, I believe my daily contributions will make a difference to someone’s life somewhere.”

Prapapan Bualek,
HR Associate, Bangkok, Thailand

UNOPS voices: Continuing professional development

1,200

personnel attending
learning and
development activities

“The best aspect of working in procurement at UNOPS is that you are constantly learning – it could be anything from the latest innovations in technology, to new products, services or processes in the supply chain and procurement industry, among others.

“In addition to frequent UNOPS procurement training and workshops, my colleagues and

I have also been given the opportunity to study for the Chartered Institute of Purchasing and Supply (CIPS) qualifications. UNOPS personnel are also always encouraged to take up courses, such as UN languages or PRINCE2.”

*Kripa Shah, Procurement Assistant
Nairobi, Kenya*



Around 80% of UNOPS personnel are from developing countries and most of our in-country personnel are nationals, such as Jolly Marutia, a South Sudanese Procurement Assistant based in Juba. "What UNOPS is doing in my country is really inspiring," she said.

"For example, in my role as a procurement assistant I have been able to help improve the education of girls in my country, by supporting the construction of new schools for our partners."

number of our personnel increasing their skills in a wide range of areas.

More than 1,200 are currently enrolled in professional certification programmes of their choice, be it in procurement with the Chartered Institute of Purchasing and Supply, human resources with Cornell University, finance with the Association of Chartered Certified Accountants or project management with PRINCE2. An ambitious leadership programme also targets every senior manager.

Performance management

In 2011, UNOPS improved its ability to retain and develop talent by updating its approach to performance management, introducing a new recognition, rewards and sanctions policy. UNOPS is piloting the policy with the support of the International Civil Service Commission. Annual awards such as Project of the Year not only celebrate the success of project teams but help share best practices.

Recruitment

UNOPS launched an online recruitment and roster system in 2012, the Global Personnel Recruitment System, gprs.unops.org, to improve the efficiency, speed and transparency of recruitment, as well as to create a pool of experts to support our global operations.

By improving the recruitment of skilled personnel, we are continually enhancing our ability to support partners to get the right people to the right projects at the right time. This is particularly useful in emergency and disaster situations where the need to deploy personnel quickly is crucial.

Job satisfaction

Working at UNOPS is extremely rewarding, with diverse and challenging jobs helping to create a highly motivated team. We value our people and recognize the importance of balancing professional and personal demands. UNOPS has a progressive, flexible policy on work life harmonization, and offers a variety of flexible working options.



“I still remember an Afghan farmer who came to see us at the site of a road we had built. He pointed at his wife and baby and said, if there was no road here, she would not have been here today. The road enabled us to get to the hospital in time.”

Tushar Dighe,
ICT Enterprise Reporting Lead, Corporate Support Group, UNOPS

Sustainable infrastructure

“UNOPS is increasingly seen as the partner of choice in South Sudan for infrastructure development projects that need to be implemented efficiently and in difficult areas.”

Lise Grande,
United Nations Resident and Humanitarian Coordinator in South Sudan

Infrastructure is a core component of development. Well-designed and well-constructed schools, roads, bridges, hospitals and police stations enable communities to achieve sustainable improvements in health, education, security and economic stability.

The World Bank believes that infrastructure is the 'critical agent' needed for sustainable development, particularly in the light of climate change. According to recommendations made by the High Level Panel on Infrastructure to the G20, infrastructure investment is a key driver of sustainable, inclusive growth.

UNOPS is mandated to be a central resource for physical infrastructure development for the United Nations system and its partners.

We are an organization with highly qualified engineers, architects and project managers and we use that expertise to help our partners create infrastructure that drives development.

Our staff have extensive experience designing, constructing, rehabilitating and maintaining physical infrastructure in all kinds of terrain. We are experienced at working in extremely challenging environments, whether it is building

roads in the mountains of Afghanistan, testing the wind resilience of shelters for Haitian relief camps, or repairing health centres in South Sudan.

Promoting sustainability

As a not-for-profit United Nations organization UNOPS is much more than just a contractor.

We share the values of our partners in the development community, and understand their needs and objectives. Our role is to provide the technical expertise and experience to support these goals. As such we are focused on more than just outputs; we work hard to help our partners create the sustainable outcomes that they want, and that their beneficiaries need.

Community engagement

We conduct community consultations wherever possible and make sure we listen to what local people tell us. For example, if a community believes their planned school would be more useful in a different location, we will work closely with our partners to fit their requirements.

By using our local knowledge to engage all stakeholders, from national authorities to local families, we can help create infrastructure that is truly 'owned' by the people it serves, ensuring its long-term use and maintenance.

This also helps us ensure all groups are protected during the creation of new infrastructure, in line with our policies on social and environmental impacts (see [page 12](#)).

“The National Technical Office for Building Reconstruction Standards has enjoyed efficient and high quality technical support from UNOPS.”

Alfred Piard,
Director of the Department of Public Works, Transportation and Communications, Haiti. See [page 36](#) for more on our work in Haiti



The Juba Nile Bridge was fully reopened ahead of schedule in 2012, following a rehabilitation project that was implemented by UNOPS and funded by the US Government. All activities in the programme focused on developing the capacity of state ministry staff, local contractors and communities through targeted training, close supervision and, where feasible, labour-based construction methods.

Environmentally-friendly construction

Our experts can provide environmental impact assessments and then work to reduce the impact an infrastructure project has on the environment.

Any UNOPS-managed construction also aims to use the most environmentally-friendly processes and materials available, sourced locally where appropriate. Designers and project managers consider passive heating and cooling potential, as well as the way a building will be used throughout its lifetime, to reduce water and power consumption through insulation, renewable energy and more.

Developing the capacity of local construction industries

UNOPS helps local contractors and labourers improve key construction skills through on-the-job training, by sharing infrastructure best practice and by training contractors on how to prepare better quality bids.

Careful consideration of local markets and capacity is also given by our procurement experts when deciding on the most appropriate breakdown of works into suitably sized tender packages.

To facilitate the involvement of local companies, we ensure building designs are based on local expertise while maintaining international standards for safety and quality. We also develop the capacity of government ministries,

through direct training, advisory services (see [page 22](#)) and maintaining a close partnership during implementation.

Promoting gender equality

UNOPS works to empower women and girls by incorporating gender concerns during community mobilization, in contracting requirements and building design, and more. For more information about the type of work we are doing to promote equality see [page 46](#).

Bringing industry standards to development

UNOPS works to bring international best practice in construction to the development environment.

World-class design

UNOPS uses the latest sustainable design and construction techniques to ensure buildings are architecturally appropriate for the environment and culture.

From Afghanistan, to the occupied Palestinian territory, to Sri Lanka, an impressive portfolio of completed projects showcases UNOPS capacity to produce effective designs for schools, hospitals, bridges, water supply services, courthouses and waste management facilities, among others.

UNOPS has worked closely with the Haitian Ministry of Public Works since the 2010 earthquake, assessing damage, removing debris, managing waste, cleaning canals and repairing roads, for a range of donors. For example, UNOPS is using labour-based methods to construct roads in remote areas, on behalf of the Inter-American Development Bank.

“As an architect with consultancy and engineering experience, it is great to be able to use this experience at UNOPS in locations where it really makes a difference.”

Manoel Noronha,
Project Manager, Infrastructure, Port-au-Prince, Haiti

In 2011, UNOPS rehabilitated eight schools in eastern Sri Lanka for the Government, with funding from the Korea International Cooperation Agency, to improve education infrastructure and services in a region previously affected by conflict and natural disaster.

For example, in 2011 our design and technical support unit in Sri Lanka was engaged to review the plans of the new UN House in Bhutan, which will accommodate 14 agencies. Services included an appraisal of the layout and the proposed disabled access plans and a review of the sustainability and energy use of the new complex.

Our design teams include architects, civil, mechanical and structural engineers, quantity surveyors, drafters and technical support staff and offer competitively priced design and design review services.

For more complex construction projects UNOPS has formed a partnership with global architecture and engineering firm [Arup](#), which has a not-for-profit international development arm. Arup is well known for engineering the structural design of the Sydney Opera House and now runs around 10,000 engineering, infrastructure and consultancy projects worldwide.

World-class contracts

UNOPS has developed contracts for works of the highest international standard, based on those used by the International Federation of Consulting Engineers (FIDIC) but tailored for use in the development context. These include important safeguards to ensure a high quality of contractor performance, better control of the construction process and the reduction of risks for our partners.

The global business law firm [DLA Piper](#), which has 4,200 lawyers in 30 countries, provides legal expertise and support to UNOPS infrastructure operations.

UNOPS policy for sustainable infrastructure

UNOPS is committed to ensuring that the rights and living conditions of communities are enhanced by the design and implementation of infrastructure projects.

In 2012, UNOPS experts in implementation, human rights, infrastructure and the environment came together to create a social and environmental sustainability policy for infrastructure projects.

This integrated approach requires that our project teams consider gender, decent work, health and safety, accessibility for people with disabilities, the protection of cultural heritage, the environment and much more, both before and during project implementation.

Through this approach, UNOPS seeks to maximize positive outcomes for those impacted by infrastructure development and mitigate any negative impacts.

This policy reflects UNOPS commitment to ensuring that all of our work attains the highest possible international

standards of quality for partners. With this policy, UNOPS is aligning its internal processes with the UN-wide effort to create a more sustainable future.



The UNOPS policy for sustainable infrastructure guides our project managers' work in the field.

Building construction capacity and creating jobs

UNOPS works to build the capacity of the local construction industry on the infrastructure projects it implements, especially in post-crisis situations.

Wherever possible we try to hire local people to implement our partners' infrastructure projects, as we also believe that getting decent work can help communities recover quicker from a crisis.

Our labour-based infrastructure operations engage community groups or local contractors to deliver sustainable projects that meet international standards.

The amount of work created for local communities through these methods is measured in days of paid labour. Almost 15 percent of all UNOPS-supported projects in 2011 had the capacity to measure the number of labour days they created for beneficiaries. These projects alone generated around 7.4 million days of paid work in 2011.

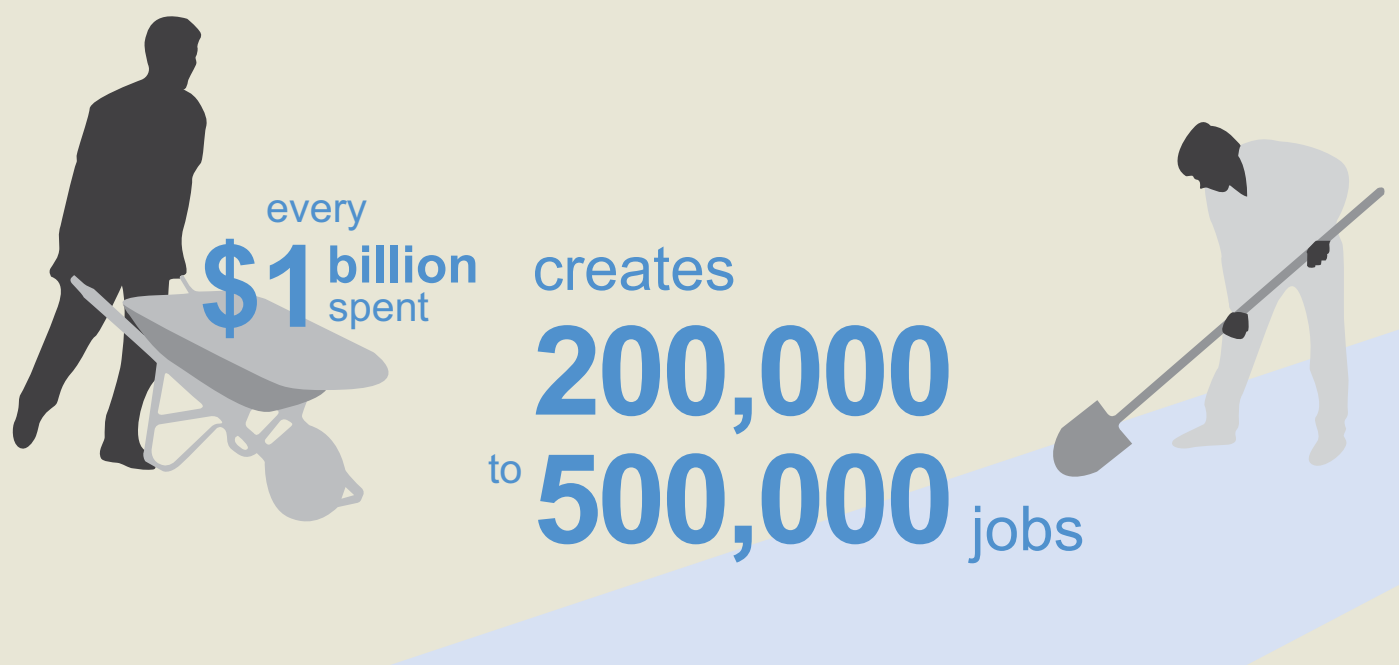
This helps to restart local economies, provide livelihoods and develop useful skills in the local population, in line with our commitment to enhance national capacities.

Alongside increasing the skills of local labourers, we also improve the business processes of local firms and enhance the planning capacity of local authorities.

Our capacity development methods include:

- offering onsite training in construction techniques and equipment use for engineers
- running workshops on international procurement rules for local entrepreneurs
- splitting bids into smaller packages to encourage small firms to tender
- providing direct training to staff from state ministries of physical infrastructure

Rural road maintenance



The value of labour-based implementation of rural roads according to the World Bank Policy Research Working Paper number 5009 entitled 'Crisis in Latin America: Infrastructure Investment, Employment and the Expectations of Stimulus'.

Sustainable procurement

“The procurement of vital goods and services provides an essential building block for many United Nations activities.”

Ban Ki-moon,
United Nations Secretary-General

73%

of UNOPS goods and services were procured from **developing countries** or countries with economies in transition in 2011

With more than 30 years of specialized experience, UNOPS is a central procurement resource in the United Nations system. This critical role was reconfirmed in 2010 by a General Assembly resolution clarifying our mandate.

We buy around \$800 million of high-quality, best-value goods, works and services each year, helping to ensure the successful and timely implementation of our partners' peacebuilding, humanitarian and development projects.

Coordinated international reach

We often deliver procurement services where local capacity is limited, such as in post-disaster and peacebuilding settings. Working closely with partners, UNOPS also builds and strengthens national capabilities for delivering procurement services (see UNOPS and CIPS on [page 16](#), and advisory services on [page 22](#)).

UNOPS procures across 150 countries annually, with 73 percent of goods and services coming from developing countries or economies in transition in 2011.

Environmental, economic and social sustainability

UNOPS is advancing sustainable practices in procurement in a range of ways:

- building long-term environmental, economic and social considerations into solicitation and contract documents
- informing our partners of the environmental impacts of various products
- applying different evaluation models to allow consideration of life cycle cost and total cost of ownership
- ensuring our suppliers comply with specific conditions on mines, child labour, sexual

UNOPS procurement sectors:



30%

of total goods procurement was for construction machinery and tools



31%

of total goods procurement was for motor vehicles and parts, and other transport equipment



23%

of total services procurement was for environmental management and protection services



UNOPS is a leading purchaser of vehicles for humanitarian, peacebuilding and development purposes. Subscribers to UNOPS e-procurement portal UN Web Buy can check the emissions data of the cars they buy, such as these police cars in Afghanistan.

exploitation, and the fundamental rights of workers

- supporting the United Nations Global Compact and strongly encouraging our suppliers to do so. The Global Compact is a voluntary corporate citizenship network which asks companies to abide by a set of core values in the areas of human rights, labour standards, the environment and anti-corruption.

- partnering with other UN bodies to develop sustainable procurement training tools, conduct assessments and develop capacity in sustainable procurement. For example UNOPS helped produce *Buying For A Better World*, a sustainable procurement guide for the United Nations, published in partnership with the United Nations Environment Programme (UNEP), the International Labour Organization (ILO) and the International Training Center of the ILO.

Focus on quality

While cost is always paramount, we never compromise on the quality of goods, works and services we procure.

UNOPS employs a number of different practices for assuring quality, including sourcing from suppliers who apply good manufacturing

processes and quality assurance programmes. In addition, we employ a variety of quality assurance practices ourselves, including the inspection of goods and work in process.

We also produce specific in-house quality assurance guides to support the procurement of common items needed for development, such as pharmaceuticals.

Price performance

With its global buying power, UNOPS enjoys considerable leverage with suppliers, passing cost-savings on to partners. UNOPS has established long-term agreements with vendors for many goods and services, thereby securing delivery and guaranteeing highly competitive prices. We also conduct secondary bidding exercises with suppliers where consolidated quantities and delivery locations would result in additional discounts.

An independent review of prices has shown that UNOPS achieves lower price levels than similar organizations for certain common goods.

E-procurement

UN Web Buy is an electronic catalogue that consolidates orders to gain economies of scale for UNOPS partners. Subscribers can take advantage of payment options that support

In 2011, UNOPS procured nearly 106,000 laptops for students in schools throughout Argentina, helping to enhance the educational system and reduce the digital divide in the country, on behalf of the Government.

In 2011, UNOPS procured millions of health products for its partners, including more than 800,000 long-lasting insecticide treated bednets, such as these bought with funding from the Global Fund to Fight AIDS, Tuberculosis and Malaria in Myanmar.



UNOPS is experienced at conducting efficient and transparent procurement activities in conflict-affected areas, such as procuring cars in Sierra Leone for the International Fund for Agricultural Development (IFAD).

the fast and efficient ordering of products. In addition, UN Web Buy provides tools to track prices and orders online, and to calculate the environmental rating of a variety of products, enabling subscribers to make informed choices around sustainable options.

Disaster response and emergency situations

UNOPS is well-positioned to quickly react to crises across the world. We use our procurement expertise, considerable post-disaster experience and knowledge of markets in challenging environments to help our partners rapidly mobilize their relief and recovery operations.

This includes using a range of procurement tools, such as our long-term agreements, UN Web Buy and other systems, to source supplies and ensure timely delivery and competitive pricing.

We recognize that timely procurement supports project success. UNOPS therefore monitors supplier performance to ensure punctual delivery, and includes mechanisms in its contracts to encourage performance compliance and avoid costly penalties.

In-country logistics

To facilitate in-country logistics and ensure the efficient, effective storage and flow of supplies from the port of entry to the final recipient, UNOPS can establish new distribution and transport systems and support existing ones.

Supplier outreach

UNOPS collaborates with non-governmental organizations (NGOs), local authorities and state chambers of commerce to inform potential vendors on how to do business with the UN. This programme facilitates the development of local capacity, increases transparency around UN procurement and boosts our access to new supply markets, especially in developing countries.

“UNOPS procurement services are tremendously useful when it comes to complex and technically-specialized products. The quality is very high and the process is efficient.”

Elena Zúñiga,
Representative, United Nations Population Fund (UNFPA),
El Salvador

UNOPS and CIPS

UNOPS works in partnership with the Chartered Institute of Purchasing & Supply (CIPS), another not-for-profit leader in the field, to help developing countries design and manage their own supply chains more efficiently and effectively.

Case study: Support to Afghan mine action

Background

Since 1988 the Mine Action Programme of Afghanistan has helped clear the nation of mines and unexploded remnants of war, has provided life-saving mine risk education and has supported the government's disability initiatives.

It is one of longest-running and largest mine action programmes in the world.

Providing human resource and procurement services

The programme is coordinated by the Mine Action Coordination Centre of Afghanistan (MACCA) which is funded by the United Nations Mine Action Service (UNMAS) and implemented by UNOPS.

UNOPS ability to provide responsive and professional HR and procurement services helped MACCA and other partners save lives and promote development.

Through MACCA, the United Nations Mine Action Service was able to build national capacity in Afghanistan, helping the war-torn country manage its own mine clearance operations and creating 14,000 jobs in the process.

In addition, UNOPS has enabled MACCA to establish a work environment that is supportive of women, engaging a number of female national and international personnel in key positions. In 2011, MACCA opened a children's crèche at the Kabul office to support working mothers.

Community-based demining

A key recent success has been the innovative Community Based Demining scheme. Following consultations with the national and international non-governmental organizations who implement the actual clearance operations on the ground, deminers were recruited and trained from within mine affected communities, once links had been established with the local leadership.

This approach both increases ownership of the demining outcomes and further develops the capacity of national personnel to sustain clearance operations in the future. Since mine clearance work is carried out on a half-day basis, the community-based deminers earn extra income in the mornings but are still able to attend to their farmland or other work in the afternoons. The stimulus to the local economy provided by their salaries supports the growth and stabilization of the country.

The Mine Action Programme of Afghanistan was a finalist for the UNOPS Project of the Year award for showing excellence in project management.

“ Mine action really did a very hard job. Before clearance, the area had lots of problems because of mines and explosives; we were not able to send our children to schools. ”

Mohammad Ilyas,
a resident of Gamandy village, Salang district, on the
benefits of demining operations supported by the Mine
Action Programme of Afghanistan



Afghan nationals have been recruited and trained from within mine-affected communities under the community-based demining scheme, which has developed national capacity, stimulated economic growth and contributed to a more stable Afghanistan.

Sustainable project management

“UNOPS has an ability to adapt to partners’ needs — they are sensitive to these needs and have a good technical response capability.”

Alejandro Pacheco,
Head of Project 16/6, UNDP Haiti

Better projects, better lives

At UNOPS, our project managers are driven by the firm belief that better projects—those that are better designed, better implemented and better coordinated — improve the lives of people in need.

We help our partners deliver projects by providing a range of high quality, cost-effective project management services for peacebuilding, humanitarian and development operations.

The UNOPS project management methodology incorporates global best practices such as PRINCE2 and the Project Management Institute’s standards.

Our methodology is tailored to the development environment, with an emphasis on:

- strong internal controls
- systematic stakeholder management
- good governance
- benefits/impact management

Measuring sustainable success

We ensure local authorities and communities are engaged and all potential outcomes and impacts are considered, to make a real,

sustainable and positive difference. This is why UNOPS measures project success beyond time, cost and quality. We focus on incorporating lessons learned from tens of thousands of projects to find the best way to contribute to the development goals of our partners.

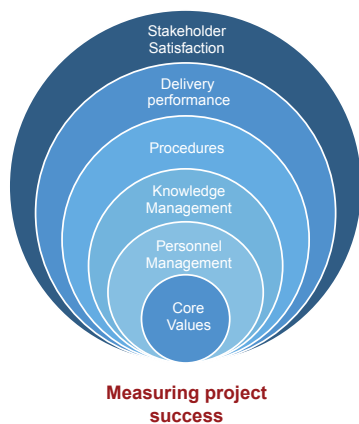
All our work is in line with our core values as a United Nations entity as well as our cross-cutting objectives, which target gender equality and the empowerment of women, national capacity development and environmental sustainability.

By considering the economic and environmental impacts of a project, and by promoting local ownership and building local capacity, we prioritize project sustainability.

In 2011, our ability to manage for consistent quality was recognized with ISO 9001 certification.

Tailored level of support

We offer a menu of project management services, tailoring our approach to the size of each specific need. This can range from providing basic transactional services to full programme management. UNOPS can



In 2011, UNOPS implemented \$1.06 billion



UNOPS project teams complete a range of external certifications to increase the sustainability and impact of the projects they work on. In 2011, UNOPS launched a new internal certification programme to improve the understanding of key development issues, further strengthening the ability of project managers to deliver projects quickly, effectively and sustainably.

implement projects from design through to closure, or we can fill specific gaps in capacity.

Expertise

UNOPS employs a large number of highly qualified project managers with a commitment to professionalism and delivering results that matter. They have experience working in some of the most challenging environments on the globe and offer considerable local knowledge. This wealth of information can help us provide our partners with advice on the best location, the best local partner, the best season, so that a project has the best chance of sustainable success.

The launch of our online recruitment system in 2012 has created a global roster of skilled project managers who can provide on-call support, helping to reduce the time it takes to launch new projects.

UNOPS project teams in the field receive a wide range of support from our central project

management practice and other internal specialists. This dedicated team of senior project managers and subject matter experts provide internal consulting services, sustainability guidelines and tips, training and certifications, and more.

Experts in project management training

UNOPS provides top-quality, accredited project management training both within the organization and to partners such as the Department of Peacekeeping Operations (DPKO) and UNFPA.

“UNOPS cost/quality ratio is superior...there is value for money compared to other UN agencies.”

Jérôme Sauvage,
UNDP/UN Resident Coordinator,
Democratic People's Republic of Korea

of projects on behalf of our partners

We spent \$76 million administering those projects ———→

A UNOPS project manager with a counterpart from the Spanish Agency for International Development Cooperation (AECID) at Acahualinca in Nicaragua, where UNOPS has been implementing small urban infrastructure improvements as part of a Spanish-funded project.



UNOPS helps its partners access communities in remote and challenging areas, such as managing the distribution of teachers salaries in 94 districts across Afghanistan for the United Nations Educational, Scientific and Cultural Organization (UNESCO).

In 2011, UNOPS launched a new internal certification programme to improve project managers' understanding of key development issues, further strengthening our ability to deliver projects quickly and effectively and achieve sustainable results.

Kaliprasad Pappu, a UNOPS project manager in India, described his training. "The values that I took from the course are national ownership and capacity development combined with accountability for results, as well as the efficient, transparent use of resources."

State-of-the-art tools

UNOPS has a complete set of robust, innovative project management systems and tools for all stages of the project cycle. These tools help increase our impact and efficiency by providing guidance, capturing best practices and knowledge, ensuring quality delivery and driving down costs.

Our custom-built Management Workspace, a state-of-the-art tool integrating information about UNOPS projects, offices and partners, gives project managers global oversight of their projects through real-time access to information. Our results-based reporting tool has also been updated, helping to ensure that we provide the most accurate data about

completed works, and strengthening our focus on results.

Interactive online Partner Centre

In 2011, UNOPS launched an online Partner Centre, which provides tailored, timely communication to partners and stakeholders on their projects. It also measures partner satisfaction by allowing users to give valuable feedback. This ensures UNOPS improves its projects on a continual basis.

Partners can register and view real-time data on all of their projects, including information on the goals and status of projects, details on who to contact and up-to-date financial information. Users can also access a range of project documents, receiving email alerts when new documents are made available. Partners can learn more about working with UNOPS, including information on our structure, services and achievements, as well as our pricing models, tools and expertise.

Subscribers can also access a range of multimedia resources on the management of projects in the development context. These hard-earned insights and detailed explanations help visitors to the site improve their project success rate.

Case study:

Enhancing stability and development in Serbia's poorest regions

A comprehensive programme is improving infrastructure and local government services in Serbia's poorest regions, while promoting entrepreneurship and local culture.

The European Partnership with Municipalities Programme (EU PROGRES) is funded by the European Union (EU) and the governments of Switzerland and Serbia, and is being implemented by UNOPS in 25 underprivileged municipalities in the south and southwest regions of the country.

The project is enhancing the Serbian Government's efforts to provide equal access to development services to all regions in the country, as well as supporting Serbia's accession to the European Union. The programme is focused on strengthening the principles of accountable, transparent and participatory governance, creating an environment conducive to investment and business development, and improving the area's physical, economic and social infrastructure.

UNOPS is acting as project manager for EU PROGRES and is responsible for the timely and cost-effective achievement of outcomes for the programme. The project was a finalist for the UNOPS 2011 Project of the Year award for showing excellence in project management in a large number of ways, including for successfully:

- involving all stakeholders in a participatory manner
- establishing partnerships with other projects in the area to work in harmony and prevent overlaps
- promoting EU and Swiss visibility
- capturing and sharing lessons learned
- promoting UNOPS core values by encouraging national ownership, emphasizing accountability and transparency, supporting the employment of minority groups and using sustainable construction methods

“EU PROGRES initiated exactly what we had hoped international organizations and programmes would — to hear and respond to community needs.”

Zibija Šarenkapić,
Executive Director of the NGO DamaD



Before



After

One of the many outputs of the UNOPS-implemented EU PROGRES programme. Students and teachers in Serbia benefit from new, environmentally friendly school buildings, which were funded by the European Union to improve education in the country. UNOPS construction and project management expertise meant that all renovations used sustainable design criteria, local materials and labour, and were delivered on time.

Advisory services

“I am also encouraged to hear that the organization is continuing to respond to the growing number of requests for management advisory services within the context of its mandate and core competencies.”

Statement made by Sweden to the UNDP/UNFPA/UNOPS Executive Board

UNOPS advisory services strengthen the national capacity of developing countries in public procurement, physical infrastructure and project management. Our considerable field experience means we understand the challenges faced by public sector organizations in developing countries and fragile states.

Smart and efficient public organizations must contend with many critical demands on limited public resources. We offer support to public sector leaders, their staff and their constituencies, so that they can design and deliver public services that lead to better, more sustainable outcomes for all.

Physical infrastructure

UNOPS has a proven track record in enhancing the management and technical capacity of public authorities to ensure better planning, design, development and maintenance of physical infrastructure. Our infrastructure advisory services include:

- conducting rapid infrastructure needs assessments in post-conflict and post-disaster environments
- infrastructure design and technical specification, ensuring sustainable design
- strengthening procurement of works and contract management processes and skills
- technical supervision of construction works
- strengthening maintenance practices

Public procurement

UNOPS has extensive experience and expertise in managing procurement for our partners. In addition to delivering critical goods and services on behalf of our partners, our advisory services strengthen public procurement processes, foster a culture of transparency and accountability, and improve the use of public funds. Our services include advice on:

Case study:

Supporting the Government of South Sudan: Road design

UNOPS is developing a series of manuals for the design of rural roads in South Sudan, helping to build the capacity of the Government to provide critical roads infrastructure in the new nation.

Our advisory team is working with the Government to ensure the manuals take into account local conditions,

such as traffic, climate, local capacity and resources, as well as cross-cutting issues such as gender and the environment.

The project is funded by the UK Department for International Development (DFID) and managed by Crown Agents.



UNOPS is providing advisory services to the Government of El Salvador, aimed at enhancing infrastructure supervision and public investment management capacities. The services are provided as part of a United Nations Development Programme (UNDP) project to reduce the vulnerability of urban areas to flooding, erosion and landslides created by extreme rains associated with climate change.

- procurement strategies and policies
- technical specifications and sustainable procurement practices
- tendering and contracting processes
- tailored training and qualification programmes for public procurement and supply teams
- development and implementation of e-procurement systems
- organizational certification

UNOPS offers its partners targeted training to their procurement and supply teams. With our strategic partner, the Chartered Institute of Purchasing and Supply (CIPS), we are able to offer individual certification programmes that

are internationally recognized. We also work at the national level, by assisting governments in developing their own national qualification programmes.

Project management

Project management is critical if governments are to deliver their strategic action plans and public infrastructure programmes.

UNOPS is a key resource within the UN system for project management services and provides governments with capacity development services, ranging from the training of personnel in project management to establishing and strengthening the capacity of offices for programme and project management.

Case study:

Supporting the Government of Maldives: Public procurement

The Government of Maldives is working to strengthen the public sector's capacity to manage procurement, as part of its effort to provide higher quality goods and services and boost economic development in the country.

In support of these efforts, UNOPS advisors conducted a fact-finding mission to identify areas where public

procurement needed to be improved. The mission identified the main challenges facing public procurement and outlined ways to deal with them, highlighted areas for 'quick-wins' and provided inputs to a public procurement reform plan.

Promoting transparency

“The quality and comprehensiveness of the information published by UNOPS is impressive, as well as the promptness in which you published.”

Members of civil society organizations on the International Aid Transparency Initiative Steering Committee, including Transparency International, Publish What You Fund and World Vision

Presenting our data:

UNOPS was the

1st UN

body to publish operational data to the IATI registry



UNOPS was the

1st

organization to geocode its IATI data



Over

1,000

UNOPS activities around the world have been published



The more we can all see and understand how development funds are used, the greater the chance that these limited resources will be used effectively. There is ample evidence that transparency leads to better results. Improving transparency also helps governments in developing countries manage aid more effectively. This means that all funds used go as far as possible towards sustainable development.

UNOPS is actively promoting the transparency agenda by publishing a large amount of accessible information about our ongoing operations. This is in line with the Busan Global Partnership for Effective Development Cooperation as well as our commitments as a public body.

The International Aid Transparency Initiative

The International Aid Transparency Initiative (IATI) aims to make all information about aid spending easier to find, compare and use. This means those involved in aid programmes will be able to better track what aid money is being spent on and what it is achieving.

UNOPS joined IATI in September 2011 and in October 2011 we were the first UN body to publish our operational data in the IATI format.

Publishing operational and financial data

UNOPS now publishes project-level information on a quarterly basis, including all related financial transactions, for over 1,000 activities around the world.

Publishing in the IATI format means posting raw data online, in an open-source, 'machine-readable' file. This allows users to take the information and analyse it as they wish, combining and comparing it with data from other organizations that have implemented IATI standards.

In May 2012, UNOPS became the first organization to 'geocode' IATI data, adding latitude, longitude and 'precision code' information to each project entry. This allows users to see projects implemented by UNOPS on behalf of our partners at a provincial, district and village level, where possible.

Launching a data hub

In 2012, UNOPS launched data.unops.org, a new online hub that presents project and expenditure information in a more interactive and accessible manner.

The site uses maps and infographics to provide easily-comprehensible information about operations, for the benefit of our partners, the public and the development community at

“UNOPS has become one of the first organizations to publish information in the IATI format...Your leadership on IATI is extremely welcome.”

David Hallam,
Deputy Director, United Nations and Commonwealth Department,
UK Department for International Development (DFID)



UNOPS new online data hub data.unops.org allows public authorities, academics, aid workers and the general public to access operational and financial information about over 1,000 UNOPS activities worldwide.

large. The data is updated on a daily basis, subject to legal and practical concerns.

In addition, the hub displays interactive information about UN-wide procurement activities, based on data provided for the UN Annual Statistical Report on Procurement, which is compiled by UNOPS. It will also provide open aid data tools and resources that can be freely used.

“There is no doubt that UNOPS so far has been a leader, maybe even a ground breaker in terms of transparency among UN entities.”

Statement made by the governments of Democratic Republic of the Congo, France, Germany, Sweden and the United States, during the UNOPS segment of the 2012 Executive Board meeting

Fourth High Level Forum on Aid Effectiveness

In late 2011, the international development community assembled in Busan, Republic of Korea, for the Fourth High Level Forum on Aid Effectiveness. The goal was to forge agreement on measurable targets for improved efficiency and coordination in the broadening development cooperation community. The conference was the successor to the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008).

The outcome document, known as the Busan Global Partnership for Effective Development Cooperation, contains a set of ten targets to be met by stakeholders by 2015. One of these targets specifically identifies the need for more publicly available information about development activities.

According to the document, this target of increased transparency will be achieved through the implementation of a “common, open standard for electronic publication of timely, comprehensive and forward-looking information on resources provided through development cooperation, taking into account the statistical reporting of the OECD-DAC [Organization for Economic Co-operation and Development’s Development Assistance Committee] and the complementary efforts of the International Aid Transparency Initiative and others.”



부산 세계개발원조총회
**4th High Level Forum
on Aid Effectiveness**
29 Nov – 1 Dec 2011, Busan, Korea

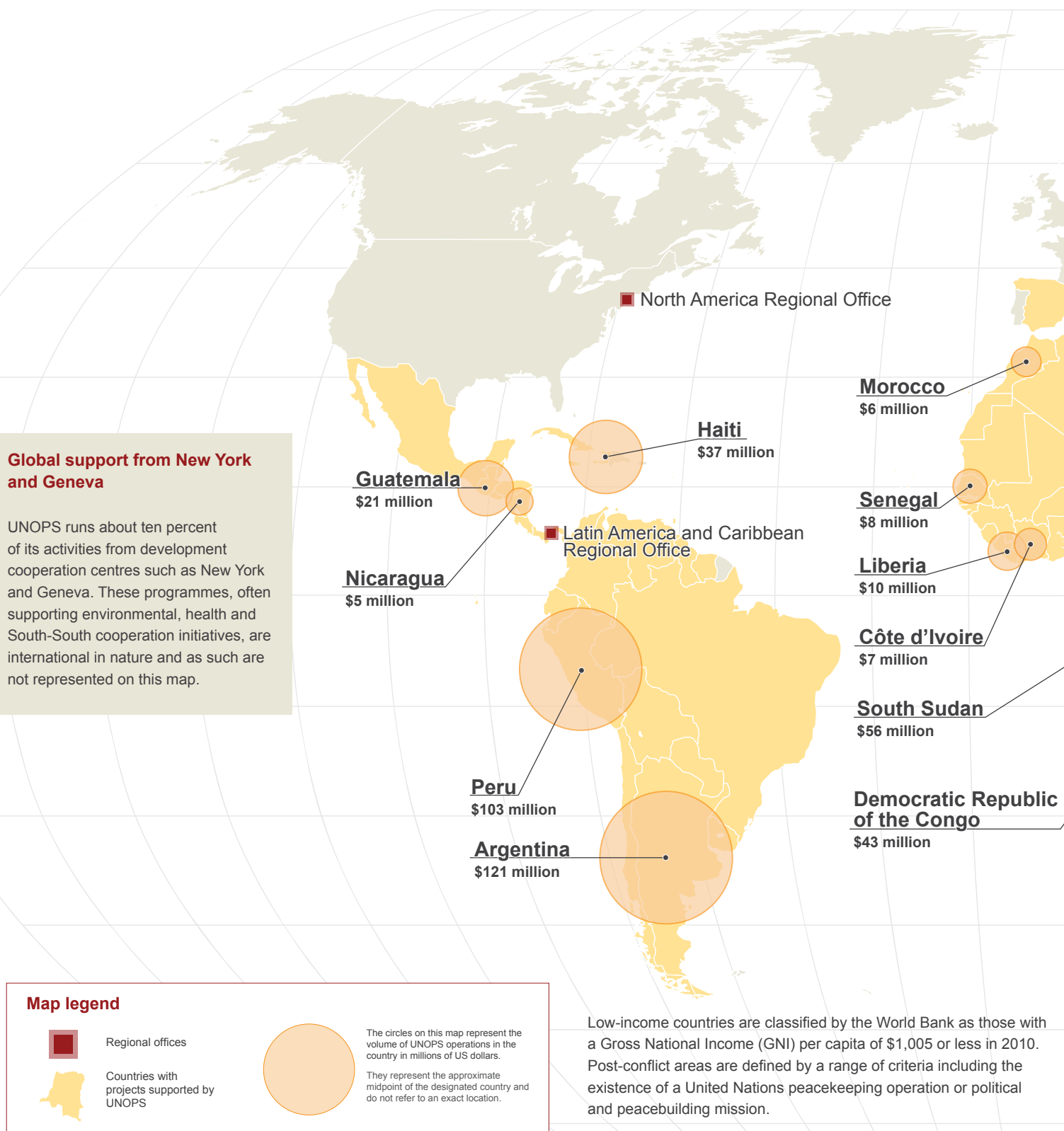
Where we work

UNOPS delivers its services through global headquarters in Copenhagen, Denmark, a decentralized network of five regional offices and more than 20 operations and project centres.

This map shows the countries where UNOPS is supporting projects and **highlights the top 25 countries** by volume of our operations in millions of US dollars.

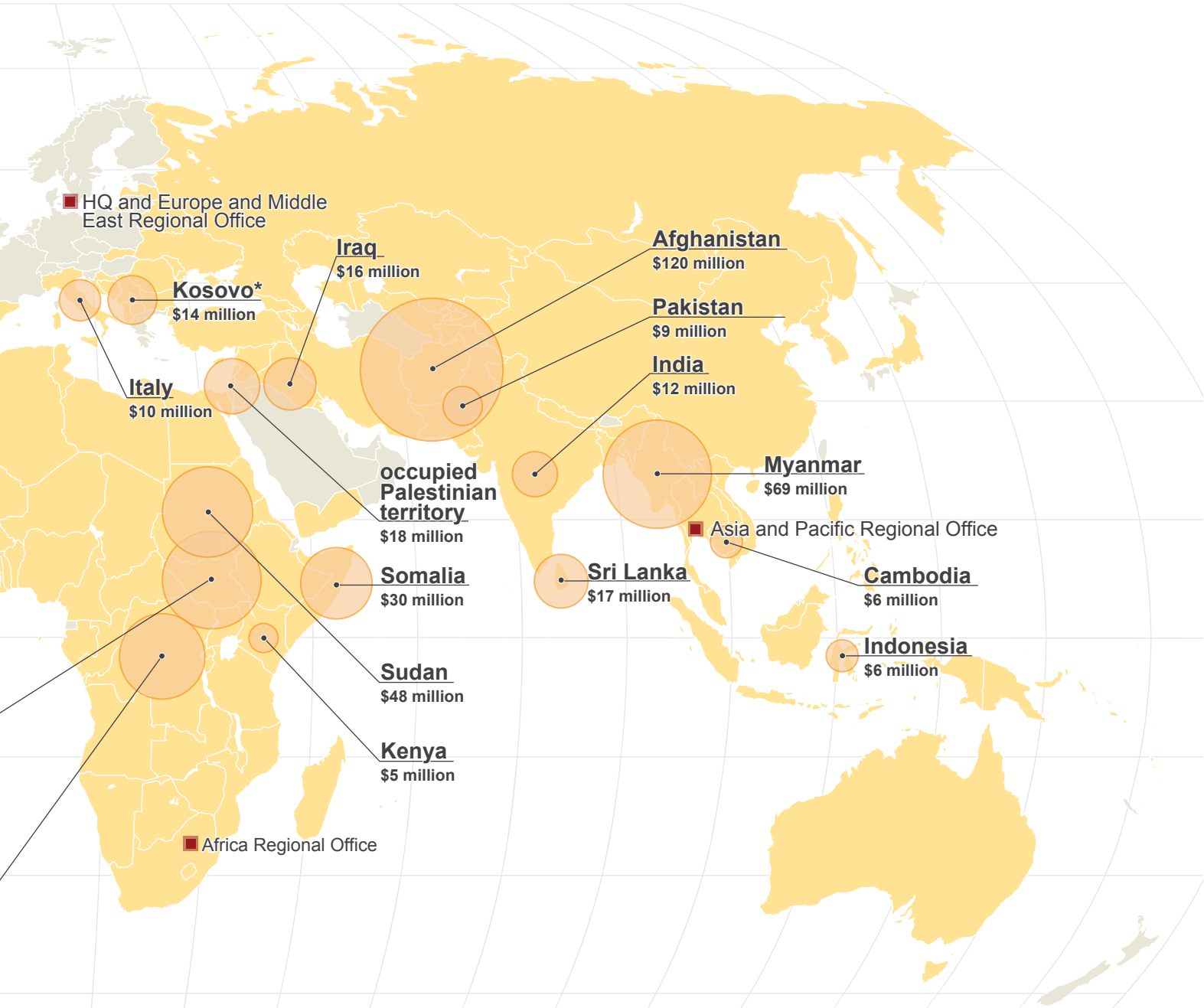
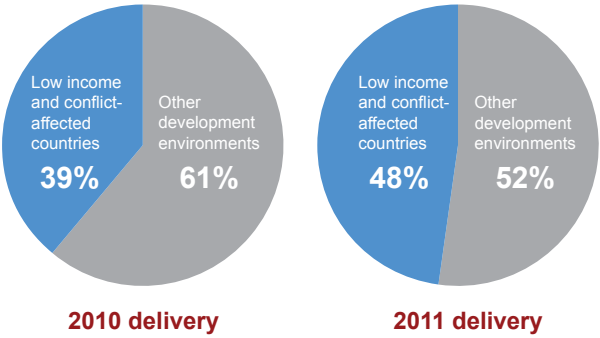
Global support from New York and Geneva

UNOPS runs about ten percent of its activities from development cooperation centres such as New York and Geneva. These programmes, often supporting environmental, health and South-South cooperation initiatives, are international in nature and as such are not represented on this map.



Doing more where it is needed most

In 2011, UNOPS implemented \$1.06 billion in projects on behalf of its partners, down 16 percent from the record levels achieved a year earlier. While UNOPS overall volume of work decreased, our work in the lowest income countries and in areas affected by conflict increased from \$490 million in 2010, to \$512 million in 2011. When measured as a percentage we have gone from delivering 38.6 percent of our operations in these hard to reach areas in 2010 to 48.2 percent in 2011, a rise of almost 10 percentage points.



This map is for illustrative purposes and does not imply the expression of any opinion on the part of UNOPS, concerning the legal status of any country or territory or concerning the delimitation of frontiers or boundaries.

*Referred to throughout in the context of United Nations Security Council resolution 1244 (1999)



Building stability by engaging communities in South Sudan

“UNOPS has proven its ability to find innovative solutions for delivering results in some of the most remote, inaccessible and insecure target sites in South Sudan, in an expedient and cost-effective manner.”

Kunal Dhar,

Programme Coordinator, UNDP-led SSRF Stabilization Programmes,
Crisis Prevention & Recovery Unit, UNDP South Sudan

Project outputs:

7
police stations
constructed



7
courthouses
constructed



4
water reservoirs
constructed



8
wells drilled or
rehabilitated



The winner of the 2011 UNOPS Project of the Year award was a stabilization project in South Sudan, where local communities helped plan and construct essential new water facilities and security buildings in order to reduce insecurity.

Background

Lakes State remains one of the poorest and most conflict-affected of the ten states in South Sudan, following the 22-year civil war that destroyed the country's socio-economic infrastructure and displaced many residents. The scarcity of safe and adequate water sources, particularly during the dry season, is one of the drivers of inter-communal conflict between pastoral communities. In many cases, women risk their safety travelling up to four hours a day to fetch water during the dry season. Communities are also forced to share water with livestock, which creates health risks, and the migration of these animals to areas retaining water causes disputes. Compounding these issues is the limited presence of Government and rule of law infrastructure in remote and insecure areas.

Programme overview

To promote peace and security in Lakes State, UNDP coordinated the development of the Lakes State Stabilization Programme, in partnership with UNOPS and WFP, under the state government. The programme received over \$24 million in funding from the South Sudan Recovery Fund.

UNOPS has been implementing two core components of the programme: water reservoirs for cattle and boreholes for human

consumption, as well as police stations and country courts in conflict-prone areas. UNOPS engineers have worked closely with state and local government counterparts as well as target communities throughout the implementation of the programme.

On behalf of its partners, by mid-2012 UNOPS had successfully constructed four water reservoirs, each having the capacity to store 30,000 cubic metres of water, and 16 boreholes. To support the extension of the state government's authority and rule of law to insecure, conflict prone areas, UNOPS also constructed and equipped seven police stations and seven courthouses.

How we added value

Despite working in challenging and remote environments with multiple partners, unpredictable security conditions, and terrain and weather constraints, UNOPS delivered the project ahead of schedule and within budget.

Cost-effective and sustainable

UNOPS focused on maximizing all resources to create the greatest benefit to partners and communities. Through cost-efficient project management we were able to stretch available funds to buy more goods than originally planned, such as furniture and power supply equipment. In addition, we focused on environmental sustainability, for example by installing solar-powered water pumps for the reservoirs. UNOPS aims to eventually provide solar power to all of the constructed buildings in order to lower long-term operational and maintenance costs for state authorities.



Engaging communities

UNDP led extensive community consultations which guided the project's design. The aim of the consultation exercise, which included local men, women and children, was to analyse the perceived causes of conflict and to agree on key interventions to address these recurring issues as well as improve security overall.

UNOPS worked with partners to identify the appropriate location of each facility to better meet the needs of target communities. The project also collaborated with the state government on designs, as well as on a land survey and assessment of roads to be rehabilitated.

Building capacity

UNOPS focused on building local capacity by working closely with engineers from the Lakes State Ministry of Physical Infrastructure and conducting joint monitoring missions, training local workers in construction methods and management of water facilities. The project has ensured that the facilities constructed are owned and maintained by local communities and has provided tools and equipment to support this.

Where possible, UNOPS hired local people to carry out the construction works, particularly focusing on youth, women and ex-combatants. This labour-based approach engaged local community groups and contractors to deliver durable and sustainable works meeting

international standards. In total, more than 15,000 labour days were generated for local people.

Improving lives

The project has contributed to the South Sudan Recovery Fund's goals for medium-term recovery in South Sudan. With the increase in police presence and access to justice in the most conflict-prone areas of Lakes State, communities are starting to feel more secure. "We used to travel several kilometres to fetch water for our use here at the police station, leaving few officers to man the station during this dry season," said the county police commissioner of Rumbek North County in Lakes State. "But now that we have water in our station, we can focus on providing security to our people."

New villages and businesses are now being created where police stations, courthouses and water reservoirs have been built, as communities seek to live and work in well-secured areas.

The construction of water pumps, boreholes and reservoirs prevents disputes over water resources between communities and promotes peace and security in Lakes State. UNDP coordinated the development of the Lakes State Stabilization Programme in partnership with UNOPS and WFP under the State Government, with funding from the South Sudan Recovery Fund.

“The market has now moved next to the police station, the people feel safer here, so the market has followed the people.”

Peter,
a fish store owner, Awerial County



Operational results



Goal 1
Rebuilding peace and stability after conflict



Goal 2
Early recovery of communities affected by natural disasters



Goal 3
The ability of people to develop local economies and obtain social services

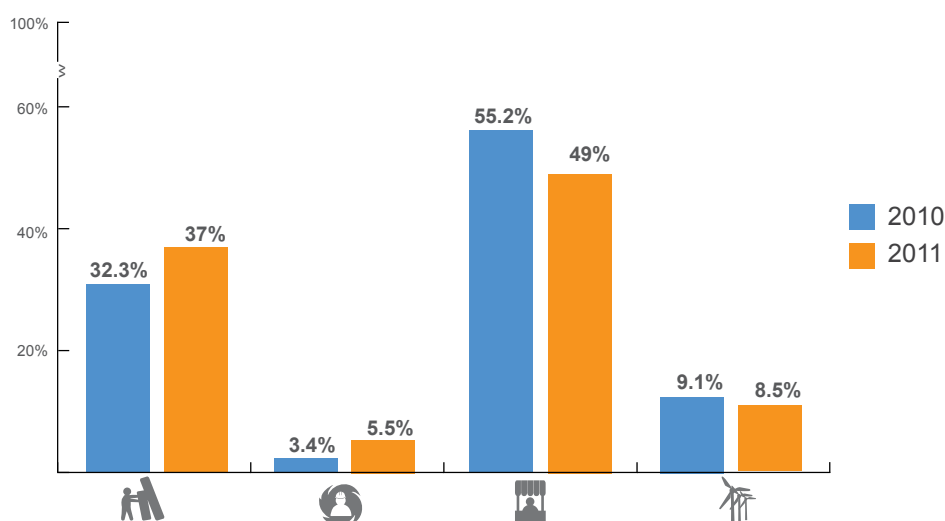


Goal 4
Environmental sustainability and adaptation to climate change

Four high-level goals define the work of UNOPS during 2010-2013. They are called 'contribution goals', since UNOPS contributes to the results of its partners.

UNOPS operational results are reported in total under the key results section ([page six](#)), but more detail is provided over the next chapters, where the results are divided between the four contribution goals.

UNOPS work by goals 2010 vs 2011





In 2011, UNOPS supported 1,049 active projects on behalf of its partners. Details on funders and all other types of partner accompany the project examples in the following pages.

UNOPS accepts new engagements based on a rigorous review of their compliance with our mandate, values and core competencies, as well as their support of United Nations country-level objectives.

Measuring outcomes and impacts

UNOPS contributes to its partners' results, so successes are generally measured at the output level (see pages 32-49), but in certain cases, with the support of partners, impacts and outcomes are also gathered.

For example, on behalf of the EU, UNOPS helped improve waste management in the Ampara district of Sri Lanka, leading to cleaner streets, the elimination of 13 out of 15 illegal

dumpsites, and the development of local authorities, which are now capable of collecting 75 percent of the service fees due from local communities.

For the Government of the United Kingdom, UNOPS rehabilitated a 304-kilometre road in the eastern part of the Democratic Republic of the Congo, reconnecting isolated communities with the provincial capital in South Kivu. An impact assessment of a 100-kilometre section showed that the volume of goods transported had doubled since the road was improved.

In a project implemented in South Sudan for the United States Government, UNOPS rehabilitated a 185-kilometre road from Yambio to Tambura, which had a measurable effect on economic development in the area. Three months after the road was opened, the number of shops in Tambura market had increased from 236 to 429, helping generate incomes for the local population (a substantial proportion of whom are internally displaced people and returnees), thus contributing to regional stability.

Local labourers in Sri Lanka work on the construction of a waste management facility, as part of the Environmental Remediation Programme. The programme is funded by the European Union and implemented by UNOPS in collaboration with local authorities and communities.



UNOPS first contribution goal:

Rebuilding **peace and stability** after conflict

37%

of UNOPS work involved **rebuilding peace and stability after conflict**

In 2011, UNOPS helped its partners create the conditions to foster sustained peace and development in post-conflict situations and fragile states, through a range of implementation, technical assistance and capacity development operations.

Examples of the 283 projects UNOPS supported in post-conflict areas include operations to remove explosive remnants of war in Libya, promote gender equality in Afghanistan, build schools in South Sudan and support elections in the Democratic Republic of the Congo.

Almost 20 percent of projects in post-conflict countries had the capacity to measure the amount of paid work their implementation created for local people. By hiring local labour to work in construction and liaison with communities, these projects alone created

5.4 million labour days, helping communities generate income and reintegrate ex-combatants.

Reconstruction

In 2011, UNOPS continued to be a central resource for the United Nations in infrastructure development, with a special focus on peacebuilding situations. Just over 45 percent of UNOPS-supported projects in conflict-affected areas dealt directly with construction.

In addition to running construction projects, UNOPS helped governments procure the necessary equipment in a transparent, cost-efficient manner. Over 12,000 items of equipment were procured, including vehicles, school and hospital equipment, and construction machinery. For example, six sets of earth moving machinery were procured on

In post-conflict environments in 2011, UNOPS constructed or rehabilitated:



2,219 km
of roads



14
bridges



55
schools



3
hospitals



33
police stations



20
health clinics



6
courthouses



A woman talks to an outreach therapist from the Kirkuk Centre for Victims of Torture, which is supported by the Programme for the Protection of Detainees and Torture Victims. This programme is funded by the EU and implemented by UNOPS.

"Honestly I feel that the centre has changed the path of my life," said another beneficiary who has been attending sessions supported by the programme. "Now I feel that my worries and sorrow are starting to fade away."

behalf of the Liberian Government to help the country implement its own infrastructure and development projects.

Health and education

To improve lives now while also preparing people for the future, UNOPS helped partners advance education and health in post-conflict communities, constructing or repairing schools, health clinics and hospitals. UNOPS worked closely with the United Nations Children's Fund (UNICEF) and other partners to provide schools with the facilities to promote increased attendance, for example by building three football fields for schools in Afghanistan to benefit 5,000 children, with funding from the Government of Sweden.

Transport

UNOPS supported the construction or rehabilitation of thousands of kilometres of roads in post-conflict settings, increasing year-round access to key services, on behalf of multiple partners. In many cases, this involved working closely with the authorities and the private sector to build the capacity of the local construction industry.

We also helped partners construct or repair other transport structures, including bridges and airstrips. For example, UNOPS rehabilitated the Pagak airstrip in South Sudan, on behalf of the United Nations logistics cluster and the Government of the United States, to help

humanitarian organizations access vulnerable displaced populations.

Justice

UNOPS helped stabilize conflict-affected areas by constructing courthouses, police stations, police training facilities, detention centres and prisons to international standards. In Somalia, for example, UNOPS rehabilitated two prisons as part of its wider support to the United Nations Office on Drugs and Crime's (UNODC) anti-piracy activities in the Gulf of Aden region. Improvements included raising the living conditions of prisoners and increasing security.

Relief

UNOPS worked directly with people displaced by conflict, such as by building and maintaining shelters in northern Sri Lanka for a wide range of partners, and registering 80,000 internally displaced people in the Democratic Republic of the Congo for the Office of the United Nations High Commissioner for Refugees (UNHCR).

Peacebuilding

Alongside the mine action work detailed over the page, UNOPS provided vital support to four United Nations political, peacebuilding and peacekeeping missions in Afghanistan, Haiti, Iraq and Kosovo. An example of this support is the management of communication centres for the United Nations Stabilization Mission in Haiti.

Building peace:

45%

of UNOPS-supported projects in conflict-affected areas dealt directly with construction

For example:

4,875

shelters were built or maintained



A local contractor examines construction supplies to be used in the rehabilitation of a teacher training university in Kinshasa, Democratic Republic of the Congo. This Government project aims to improve the quality of education in the country, with funding from the World Bank. UNOPS is managing the infrastructure component of this project, which includes renovating 58 primary schools.



In post-conflict environments:

12,000

items of equipment were procured



UNOPS also provided a range of back-end services to the United Nations Department of Field Support.

UNOPS supported the coordination of aid and development work worldwide, such as working to improve the access of United Nations staff and goods into the occupied Palestinian territory through monitoring, reporting and advocacy. This work was done in partnership with the United Nations Department of Safety and Security and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Humanitarian Aid & Civil Protection department (ECHO) of the European Commission, and the Government of the United Kingdom.

UNOPS supported a range of direct peacebuilding initiatives to address the root causes of conflict.

For example, we ran operations on behalf of the Government of the United Kingdom and

UNEP to improve 88 water facilities in conflict-affected areas, including rehabilitating a rural water supply reservoir in north Darfur, which reduces the risk of drought and associated conflict for an estimated 50,000 people.

Strengthening democracy

UNOPS supported a number of policies to strengthen democratization processes in post-conflict societies. For example, a new law to facilitate the work and development of civil society in the Kurdistan Region of Iraq was passed. Funded through the United Nations Development Group Iraq Trust Fund, UNOPS provided both technical assistance and coordination between stakeholders throughout the drafting process.

In Kosovo, we supported the first successful census in 30 years, providing financial, logistical and procurement services, such as running an outreach campaign to provide information to around two million people, on behalf of the Government, the European Commission and a range of other partners.

“UNOPS is a one-stop-shop and once UNOPS is hired to implement the project, the client does not need to worry about it anymore, everything will be done.”

Tim Horner,
Mine Action Advisor,
Livelihoods and Economic Recovery Group,
Bureau for Crisis Prevention and Recovery, UNDP

UNOPS supported a number of other census and election projects in conflict-affected areas in 2011, in partnership primarily with the Electoral Assistance Division of the UN Department of Political Affairs, UN missions, UNDP, and UNFPA, such as in Côte d'Ivoire, Iraq and the Democratic Republic of the Congo.

Supporting mine action

In 2011, UNOPS helped the United Nations Mine Action Service (UNMAS) and UNDP clear mines and explosive remnants of war (ERW), build national capacity for mine action, destroy stockpiles, deliver life-saving mine risk education, and assist mine and ERW survivors in 14 countries and territories.

UNOPS support services can help partners to plan, implement, manage and monitor their mine action projects and programmes. These services include technical and operational support, recruitment, procurement, contracting, grants management, finance and legal support.

For a total value of approximately \$140 million, UNOPS helped its partners deliver a range of results in 2011:

- In Western Sahara more than seven million square metres of land were released in 2011, marking a 242 percent increase over the amount released in United Nations-supported interventions the previous year.
- Independent mine action interventions were set up in Abyei, Côte d'Ivoire, Libya, and South Sudan.
- In Somalia, with UNOPS support, the clearance activities of the African Union mission reached all districts of Mogadishu for the first time.
- In the Democratic Republic of the Congo, mine risk education was introduced into schools, protecting

future generations from the threat posed by mines and other ERW.

- Afghanistan saw the reduction of mine and ERW casualties by 54 percent from 2006 rates.

Case study:

Supporting mine action in Libya

UNOPS helped its partners clear explosive remnants of war resulting from the 2011 uprising in Libya.

By April, UNOPS was supporting the Joint Mine Action Coordination Team, a partnership between UNMAS, as coordinator, and the organizations implementing humanitarian mine action.

By the end of 2011, 26 clearance teams had cleared more than 126,000 explosive remnants of war, and 23 risk education teams had conveyed messages to almost 47,000 Libyans.

UNOPS implements the project in partnership with UNMAS, UNICEF, and nine non-governmental organizations.



Humanitarian mine action and the removal of unexploded ordnance are essential components for stabilization and development. UNOPS support services can help partners to plan, implement, manage and monitor their mine action projects and programmes.



UNOPS second contribution goal: Early **recovery** of communities affected by **natural disasters**

5.5%

of UNOPS work involved
**early recovery of
communities affected
by natural disasters**

UNOPS helped its partners minimize the effects of natural disasters on communities in Afghanistan, Argentina, Haiti, Pakistan, Sri Lanka and other countries, supporting disaster-preparedness, early recovery, and long-term reconstruction projects.

Improving access

UNOPS provided services to improve access to areas affected by disaster, building roads and clearing away wreckage. For example, in Haiti, on behalf of UNDP, UN-HABITAT, the ILO and the Haiti Reconstruction Fund, almost 100,000 cubic metres of rubble were cleared by UNOPS as part of a larger debris management and recycling project.

Building shelters

UNOPS was actively involved in helping its partners create more stable, secure living arrangements for families left homeless

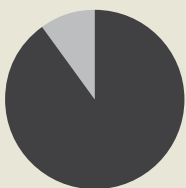
by natural disasters, building or repairing thousands of transitional shelters on behalf of a wide range of partners, including 300 in Pakistan on behalf of the United States Government. UNOPS shelters are renowned for being sturdy, can house a family of five for at least three years, and with the correct training and support can be quickly assembled by disaster-affected communities themselves.

Generating incomes and building capacity

In post-disaster situations, where the ability to generate a family income is often absent, UNOPS uses labour-intensive methods to implement projects to create paid work for local people, boost the economy and increase skills.

Almost half of UNOPS operations in post-disaster situations had the capacity to measure the days of labour that they generated in 2011. Those 26 projects alone created more than

UNOPS and capacity development in post disaster environments



Almost
90%
of all projects included
national capacity
development elements



170,000
people trained to help
build their resilience to
natural hazards



1.2 million
days of paid work created
(42% of projects could
measure labour days)



For example in Haiti,
151
local masons and engineers
were trained in the
reconstruction of houses
damaged by the earthquake



A UNOPS worker shows shelter beneficiaries how to use the rain water catchment system attached to their new latrine, constructed by UNOPS with funding from the American Red Cross, as part of efforts to improve access to water and sanitation in Cité Soleil, Haiti.

1.2 million days of work. Almost 90 percent of UNOPS projects concerning natural disasters included elements that focused on developing national capacity of communities, labourers or institutions.

UNOPS focuses on building capacity in our core mandated areas of infrastructure and procurement. For example, in Haiti, to help people living in camps return home, UNOPS hired local labour to repair 800 damaged houses, in partnership with ECHO and the Government. The work included building the capacity of the local construction industry, for instance by training 151 masons and engineers.

UNOPS worked closely with the Haitian Ministry of Public Works on this and other projects, such as helping to structure and support the Technical Office for Building Evaluations, with funding from the World Bank and the Global Facility for Disaster Reduction and Recovery.

Health

UNOPS worked to improve health conditions for those living in relief camps in Haiti and Sri Lanka, including by constructing or rehabilitating thousands of camp latrines and other sanitation facilities.

“I don’t have to buy water now, thanks to the new catchment system. And now when it rains I’m not afraid anymore, I am protected here.”

Rose Dupega,
a Cité Soleil shelter beneficiary, Haiti

For example in Haiti, UNOPS helped partners improve health through improved sanitation, by:

- managing the daily desludging of latrines across 150 camps and cholera facilities (benefiting over 600,000 people)
- building the capacity of the national waste management authority
- constructing the first environmentally-friendly sewage plant in Haiti

Funding came from ECHO, UNICEF and OCHA, among others.

Education

On behalf of our partners, UNOPS helped children affected by natural disasters continue to receive education, so that progress towards national development goals can continue.

In Haiti:



13,633
latrines desludged
daily across 150
camps and cholera
facilities



100,000
cubic metres of
rubble cleared



3,049
transitional shelters
constructed or
rehabilitated

Villagers voice their housing needs to 'social mobilizers' following floods in Sindh Province, Pakistan, as part of a shelter project funded by the Government of the United States and implemented by UNOPS.



This work involved constructing or repairing permanent and transitional learning spaces, such as 11 temporary school buildings in earthquake-affected Haitian communities on behalf of the United Methodist Committee on Relief.

Disaster mitigation and preparedness

Alongside our post-disaster operations, we helped several partner countries prepare for recurring natural hazards, ranging from keeping mountain passes cleared of snow in Afghanistan, with funding from Japan, to supporting seismic monitoring in Argentina, for the Government.

UNOPS also managed the direct training of more than 170,000 people to help build the resilience of communities to natural hazards. In Afghanistan, for example, villagers of both sexes were taught how to limit flooding by building retaining walls in projects that supported gender empowerment and gave villagers a marketable skill, on behalf of the governments of Italy and Japan.

UNOPS further strengthened disaster mitigation through the management of 29 grants, for example in support of the United Nations office for Disaster Risk Reduction.

“UNOPS brought strong technical expertise to our project. They provided a quality design for transitional schools constructed to withstand hurricane-force winds as well as the ability to build them quickly in vulnerable, earthquake-displaced communities.”

Elizabeth Petheo,
Head of Mission, United Methodist
Committee on Relief, Haiti





UNOPS third contribution goal:

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

By managing infrastructure and procurement projects, as well as providing logistical, financial and administrative services we helped our partners drive development in the health, justice and rural development sectors, among others.

UNOPS supported local economic development and improved access to social services in a variety of environments in 2011.

For reporting clarity, this section will focus on projects in areas that have not been recently affected by a conflict (see goal one on [page 32](#)) or a natural disaster (see goal two on [page 36](#)).

Health

In support of our partners, UNOPS constructed or renovated hospitals and health clinics, for example building isolation rooms in Indonesia to combat avian influenza, on behalf the World Health Organization (WHO) and the EU.

We also constructed laboratories, 50 of which were in Zimbabwe for the Global Fund, on behalf of UNDP.


UNOPS managed the supply chain to procure millions of doses of essential medicines, most of them in Argentina for the Government. Non-pharmaceutical medical supplies were also handled by UNOPS-supported projects, such as the multi-donor Three Diseases Fund in Myanmar.


Our teams helped partners develop awareness-raising initiatives, many in health, for example 11 through the Water Supply and Sanitation Collaborative Council, a UNOPS-hosted entity which works to increase access to basic sanitation for the 2.6 billion people lacking it worldwide.

UNOPS also provided implementation support to projects building national capacity, for example supporting the training of 8,000 child health workers in India, where UNOPS

49%
of UNOPS work involved the **ability of people to develop local economies and obtain social services**

UNOPS and health procurement in non-crisis environments


27 million
doses of essential medicine procured


30 million
medical supplies handled, such as condoms and needles


831,157
bednets procured


more than **10 million**
medical kits procured

A worker fits a complex air filter system onto an Indonesian hospital where UNOPS has been helping to build avian flu isolation rooms in partnership with WHO, funded by the European Union.



“This is a good example of how the UN family can help each other. For this particular project, WHO had the technical expertise but did not have the local implementation capacity until we found the expertise in UNOPS who helped us deliver the project on time.”

Dr Khanchit Limpakarnjanarat,
World Health Organization's Representative in Indonesia

sub-Saharan Africa. The latter, conducted on behalf of UNDP and the Bill and Melinda Gates Foundation, provided power to rural villages in order to establish sustainable agro-enterprises run by women.

UNOPS also provided financial management services to hundreds of grants, such as issuing 134 to communities in Cameroon on behalf of UNDP, to fund micro-projects designed to help lift AIDS-affected families out of poverty.

Census and elections

UNOPS supported EU electoral observation missions in Nicaragua and Peru, aimed at ensuring transparency in the democratic process.

International cooperation

Alongside operational support to projects in the field, UNOPS organized conferences and events, and provided general administrative services to high-level programmatic initiatives, such as Global Pulse, the Secretary-General's initiative to harness the power of digital data and analytics to gain a real-time understanding of global changes in human well-being.

We also provide a lot of these services on behalf of UNDP to improve South-South cooperation, such as strengthening the capacity of the Group of 77, or strategic planning for the Africa-Asia Development University Network.

In non-crisis environments:



52

laboratories were constructed or rehabilitated



11

hospitals were constructed or rehabilitated



6

courthouses were constructed or rehabilitated

is the local fund agent for the Norway-India Partnership Initiative, which seeks to reduce child and maternal mortality rates.

Justice

Justice reform was also supported, with UNOPS building or rehabilitating courthouses and prisons for partners. In addition to implementing international standards in prison design, UNOPS helped partners improve conditions, such as by procuring vocational training equipment for inmates in Uruguay, as part of the 'delivering as one' initiative, in partnership with UNDP, UN Women, the ILO and UNODC.

Rural development

Numerous rural development initiatives were supported by UNOPS, from planting over 100,000 trees in Peru for the Government, to installing over 200 energy sources in

Case study: Improving food security in Myanmar

Agricultural production is being increased in rural Myanmar through a programme designed to improve food security and boost the incomes of up to two million people.

Agriculture remains the mainstay of Myanmar's economy with almost 63 percent of the labour force engaged in farming. However, nearly a quarter of farmers have no access to land of their own for cultivation.

UNOPS is the fund manager for the Livelihoods and Food Security Trust Fund (LIFT), which supports agricultural production (including livestock and fisheries), strengthens market strategies and creates non-agricultural employment opportunities. The programme addresses the underlying problems of food insecurity and poverty in nearly all of the most food-insecure regions in the country.

UNOPS administers funds and provides monitoring and oversight on behalf of donors including Australia, Denmark, the European Union, the Netherlands, New Zealand, Sweden, Switzerland and the United Kingdom.

Daw Than Htay, one of the programme's beneficiaries, lives in Thamein Htaw Theingone, a quiet village hit by Cyclone Nargis in May 2008. Like many other villagers, she is now rebuilding her livelihood through the rural credit provided by LIFT. With LIFT's support, Daw Than Htay bought herself a sewing machine and now earns more than \$2.50 daily sewing and selling clothes.

In addition, her new source of income has helped send her children to school and repair her house that had been destroyed by the cyclone.



“There are so many business opportunities in our village. I am now confident that I can manage my business very well.”

Daw Than Htay,
a beneficiary of the microfinance programme provided
by the Livelihoods and Food Security Trust Fund,
which is administered by UNOPS



Farmers in Myanmar at work in rice paddy field after being provided with support including paddy seed and fertilizer under the Livelihoods and Food Security Trust Fund (LIFT), a multi-donor trust fund working towards the eradication of extreme poverty and hunger. UNOPS is the fund manager for LIFT, administering funds and providing monitoring and oversight.



UNOPS fourth contribution goal: **Environmental sustainability and adaptation to climate change**

5.5%

of UNOPS work involved **environmental sustainability and adaptation to climate change**

On behalf of our partners, UNOPS helped communities become more climate-resilient, share limited resources, benefit from sustainable energy, protect threatened species and address the environmental consequences of natural disaster or conflict.

This section describes UNOPS support for projects which have a primary goal of preserving environmental sustainability or climate change adaptation. Projects with a different focus, but which have sustainability elements, are included in the next chapter on our cross-cutting concerns.

Facility (GEF) at the request of UNDP and other GEF-implementing organizations, such as the World Bank.

The projects in our international waters portfolio help countries work together and share knowledge to fight ecological stress, such as that caused by overfishing and industrial pollution. In 2011, UNOPS helped finalize two strategic action programmes and implement 65 demonstration projects in this area, including one to improve the sustainable management of the Caspian Sea through strengthened regional governance.

Managing international waters

UNOPS is able to provide support when the cross-border nature of environmental issues necessitates coordinated international action. For example, UNOPS is executing 34 projects that focus on transboundary water systems. These are funded by the Global Environment

Supporting small grants

UNOPS is the implementing partner for the UNDP-GEF Small Grants Programme (SGP), which channels money to non-governmental and community-based organizations to help them address climate change, conserve biodiversity, protect international waters, reduce

UNOPS and international waters

Over
100
countries are benefiting from the international waters projects executed

 **\$24 million**
worth of projects delivered in 2011

“Utilizing UNOPS for project management and operations has allowed UNDP to focus on the substantive technical and policy advisory content of UNDP’s work in water and ocean governance for nearly twenty years. This has helped UNDP, with UNOPS support, deliver sizeable development impacts.”

Andrew Hudson,
Head, Water & Ocean Governance Programme, UNDP

the impact of persistent organic pollutants and prevent land degradation.

In 2011, UNOPS provided administrative and financial management for about 4,000 such projects in more than 120 countries. These included a women's initiative to mitigate desertification by planting trees in Mongolia, and the protection of chimpanzees through woodland conservation in southern Mali.

Building environmental capacity

UNOPS helps build the capacity of local stakeholders to manage ecosystems and natural resources. In 2011, this included training almost 295,000 people in environment related topics, most in support of community-based initiatives to adapt to climate change on behalf of UNDP. Separately, we organized hundreds of workshops on behalf of our partners, including 57 on climate change and 94 on sustainable water resource management.

Research and planning

Partners relied on UNOPS to produce reports, such as designs for future environmental initiatives. For example, we produced a coastal modelling report on flood mitigation measures in Fares-Mathoda Island in the Maldives, on behalf of UNDP.

UNOPS also supported almost 200 scientific research projects, including conflict-mapping for a UNDP initiative for the sustainable



management of native livestock species in West Africa.

In addition, we helped countries create dozens of development plans, including a management plan for Manda National Park in Chad, on behalf of UNDP.

High-level meetings constitute a tool for building consensus on environmental issues, and UNOPS supported a number of such events, for example organizing a conference on behalf of the Environment and Security Initiative. This UNEP project will help decision-makers promote peace and protect the environment at the same time.

A fisherman in the Seychelles whose livelihood is being protected by the resource conservation activities of the Agulhas and Somali Current Large Marine Ecosystems project, funded by the GEF, implemented by UNDP and executed by UNOPS.

Small Grants Programme supports sustainable fuel production in Nigeria

Rural communities in Nigeria used small grants to enhance sustainable fuel production, reducing pollution, creating jobs and boosting the local economy.

Sawmill workers in Lagos State were trained to convert sawdust waste to briquettes, a cheap and environmentally friendly alternative to wood fuel, to be sold in local markets. In the past, much of the sawdust waste was burned directly, increasing pollution and health problems in local communities. This new practice provided a viable solution to this problem.

Local materials, machinery and labour were used for the project, which was the first of its kind in Nigeria. It is envisaged that after five years of implementing the

project's methods in the local community, 8,000 jobs will be created and there will be a 92 percent reduction in the amount of burned sawdust, improving the health of the local population.

For its role in helping grass-roots organizations tackle sustainable development challenges, the project won a SEED award. The awards are part of the SEED Initiative, a global partnership for action on the green economy founded by UNEP, UNDP, and the International Union for Conservation of Nature.

UNOPS is the implementing partner for the UNDP-GEF Small Grants Programme (SGP).

Case study: Sustainable management of the Coco River Basin

“The project is an example of how we should deal with the issue of water resources in the region.”

Paul Oquist,
Special Advisor to the President of the Republic of Nicaragua

A project training local stakeholders on how best to cultivate and manage the Coco River Basin between Honduras and Nicaragua has improved the sustainability of water resources shared by around 170,000 people.

Funded by the European Commission and implemented by UNOPS in collaboration with UNDP and UNEP, the project also fostered transboundary cooperation between the two countries.

The Coco River is a key natural resource in one of the poorest areas of Central America, forming a natural border between Honduras and Nicaragua. Managing the Coco River's water in a sustainable manner is essential for the people and ecosystems dependent on the land drained by the river. It also helps reduce deforestation around the basin and mitigate the effects of climate change.

Results

The project developed local watershed management committees that improved political harmonization between Honduras and Nicaragua and helped develop a regional regulatory framework on water resource management.

It also strengthened the capacities of local communities and authorities in water resource management, by creating a diploma course for technical staff from government and civil society, and training local teachers — who have since relayed the information to around 30,000 primary and secondary school students.

The project helped raise awareness for thousands more through broadcast, print and online outreach campaigns organized by local young people.

Afterwards, the EU Head of Operations in Nicaragua, Marc Litvine congratulated UNOPS “for managing our project with mastery”.

The initiative was a finalist for the UNOPS 2011 Project of the Year award for showing excellence in project management in a large number of ways, including for successfully:

- involving all stakeholders in a participatory manner and developing their capacity
- capturing and sharing best practices and lessons learned
- disseminating information on the project widely, through a range of channels
- improving collaboration between partners
- promoting UNOPS core values by encouraging national ownership and emphasizing accountability and transparency



UNOPS is experienced at helping different stakeholders collaborate, such as on this transboundary project to increase the sustainability of water resources shared by 170,000 people across Nicaragua and Honduras.

Cross-cutting concerns

“We love working with UNOPS because they really treat us like a partner. When something goes wrong onsite, they take the time to show us how to avoid these problems in the future.”

Dak Naidu,
Managing Director of South Sudanese construction company Sun
Investment, contracted by UNOPS for a range of projects

Developing strong in-country capacity, empowering women and promoting environmental sustainability are crucial for development. These interconnected, cross-cutting issues require action in multiple fields, and UNOPS is working to integrate them across all our operations.

In some cases, these concerns are the main focus of a project implemented by UNOPS, but in most they were integrated into a project with a different primary goal.

In 2011, UNOPS helped partners pursue these cross-cutting initiatives in all of our four contribution goals.

National capacity development

UNOPS has continued its efforts to integrate national capacity development into its operations, in accordance with our strategic

plan and with encouragement from the Executive Board.

Over 56 percent of all the projects currently supported by UNOPS are developing national capacity, mainly by enhancing institutions or developing skills.

In most cases these projects had specific activities related to national capacity development included in their design. In around 15 percent of the other cases, UNOPS project managers were able to include some elements, often through on-the-job training with local authorities or communities.

For example, on behalf of UNDP and the Government of Canada, UNOPS trained ministry engineers in Haiti in anti-seismic reinforcement works while building a new headquarters for a division of the Haitian police.

UNOPS and cross-cutting concerns



Over
56%
of the projects work
on developing national
capacity



31%
of the projects work on
improving gender equality
and the empowerment of
women



33%
of the projects work on
improving environmental
sustainability

Another example is training contractors in the Democratic Republic of the Congo in construction planning and management while implementing a stabilization project for UNDP, the United Nations Peacebuilding Fund and the governments of Belgium, Canada, the Netherlands, Sweden, the United Kingdom and the United States.

In light of the central role of civil society in development, UNOPS worked on projects supporting non-governmental or community-based organizations. In total, more than 3,587 local organizations around the world were supported. For example, we trained civil society organizations, cooperatives and schools in water resource management under the Coco River project in Honduras and Nicaragua. The project is being implemented by UNOPS,

with funds from the European Union and in collaboration with UNDP and UNEP.

Many operations also improved local skills directly. Projects supported by UNOPS provided training to more than half a million people in 2011. That figure does not include the large numbers of local staff who benefited from on-the-job rather than formal training.

Gender equality and the empowerment of women

In 2011, 31 percent of the projects supported by UNOPS worked on improving gender equality and the empowerment of women in some way. In many cases those projects had included specific 'gender deliverables' in their original design. For example, female villagers were

Supporting South-South cooperation

UNOPS supports a number of South-South cooperation activities, where developing countries provide one another with beneficial assistance. Examples include:

In Nigeria, UNOPS is implementing a World Bank-funded project to strengthen the capacity of national energy sector professionals through a training programme delivered by the Government of India. UNOPS supported the project by designing and organizing training courses, recruiting trainers, facilitating links between institutions and monitoring and reporting on training performance.

In Haiti, UNOPS is implementing a project, financed by the Brazilian Ministry of Health and on behalf of UNDP, that will strengthen the Haitian health system with community hospitals, regional laboratories and new ambulances. UNOPS is providing project management, physical infrastructure and procurement services to the project.

In Sri Lanka, the Government of India is funding the rehabilitation of an industrial zone in the Jaffna Peninsula to provide housing and employment, with technical expertise and project management services provided by UNOPS. The new estate will connect the industrialists in the post-war north of Sri Lanka with the manufacturing base in the south, helping Jaffna move from the post-conflict reconstruction phase towards long-term economic

development. About 2,000 new jobs are expected to be generated.

Globally, UNOPS is providing administrative support for the UNDP Special Unit for South-South Cooperation.



The benefits of South-South cooperation. A Brazilian-funded ambulance arrives in Port-au-Prince for the Haitian health system, after being procured by UNOPS on behalf of UNDP.



Women from the village of Jabraeel, Afghanistan make the wire baskets (gabions) needed to reinforce retaining walls and mitigate river flooding. The women, many of whom had never been employed before, learnt these new skills under a disaster preparedness project funded by the Government of Italy and implemented by UNOPS.

taught farming methods in a UNDP-GEF project promoting community-based adaptation to climate change.

Even in projects where gender equality outputs had not been specifically included in the original design, project managers were able to include elements to empower women. Many of these projects created jobs for women, such as employing female labourers on a school-building project in South Sudan for the United States Government. Others made it easier for women to work, for example a mine action project in Afghanistan that provided crèche services to employees with children, on behalf of UNMAS.

Other projects increased equality by offering direct training to women. For example, women in Afghanistan learned how to run roadside businesses during a road-building project funded by the Government of Sweden.

Many projects boosted women's access to social services and opportunities, building facilities to enable girls and women to receive justice, education and healthcare. One example was the preparation of designs for a new women and children protection unit in the Monrovia police headquarters, on behalf of UNDP and the Government of Norway

“A neighbouring village has now asked our women's group if we can weave gabions for them in return for payment. With the training I got I was able to contribute to the wall project in my own village and to the family income.”

Khadija,
a woman who received training in gabion weaving for the project above

Environmental sustainability

In 2011, 33 percent of the projects supported by UNOPS worked on improving environmental sustainability, either directly or by ensuring the sustainable use of natural resources, incorporating sustainable building techniques or promoting renewable energy.

Alongside the hundreds of environmental sub-projects run by the GEF Small Grants Programme, 88 projects implemented by UNOPS focused primarily on the environment (see goal four on [page 42](#)).

Just over 100 of the non-environmental projects had cross-cutting sustainability outputs included in their design, and in many cases project managers added elements specifically

A hornbill in Central Kalimantan province, Indonesia. UNOPS is providing support to the Government of Indonesia and UNDP on REDD+ initiatives, a UN collaborative programme to reduce emissions from deforestation and forest degradation. REDD+ also includes the sustainable management of forests and the expansion of their role as carbon pools.



Wherever possible UNOPS works to involve and empower women in the projects it supports. For example in 2011, UNOPS encouraged women to become involved in the Iraq Civil Society Empowerment Project, which is funded through the UNDG Iraq Trust Fund. Despite a need to target traditionally male groups such as tribal and religious leaders, the project managed to achieve a female participation rate at its activities of between 30 and 42 percent.

to increase environmental sustainability during implementation.

When planning operations, UNOPS paid particular attention to ensuring that the latest technologies and up-to-date construction techniques were used. This led to more sustainable buildings that use fewer resources.

For example, UNOPS project managers working on a WHO-funded procurement project to provide green energy to hospitals in Kyrgyzstan also replaced worn-out electrical and water networks, to avoid wastage and increase the efficiency of the new energy systems.

UNOPS worked closely with local communities and civil society groups to minimize any negative environmental impacts of infrastructure projects.

In many cases, UNOPS was asked to implement mitigation measures, such as planting trees and training local organizations in environmental management, as was the case in road-building projects in the Democratic

Republic of the Congo for the governments of the United Kingdom and the United States.

Natural resources were used sustainably in a variety of ways, from the selection of building materials to the promotion of recycling.

Sustainable building techniques were included in many construction projects, such as the use of renewable materials in building 1,500 shelters in Port-au-Prince, Haiti, for the American Red Cross.

Renewable energy technologies were also promoted, for example under an energy access project for poverty reduction in sub-Saharan Africa on behalf of UNDP and the Bill and Melinda Gates Foundation, which encouraged the use of vegetable oil engines, instead of diesel engines, to power small agro-enterprises.

Many projects used environmental criteria during procurement processes, such as requesting medical goods that do not contain mercury when managing a health supply chain for the Peruvian Government.

Climate change, infrastructure and communities

UNOPS is increasingly focused on ways to ensure sustainable outcomes for all our operations, particularly in the light of climate change.

By focusing on the nexus between climate change, infrastructure and communities, UNOPS helps to ensure that climate change does not derail development goals.

From Mali to Bangladesh, UNOPS has worked closely with communities around the world to reduce their immediate risks from climate change, whether it is preventing floods, providing water systems or improving housing.

We have also designed and constructed major infrastructure projects such as schools, roads, bridges and hospitals to the highest standards, able to withstand extreme weather events.

Our experience in the infrastructure and environment sectors indicates that this integrated approach has an increased chance of success.

Examples include:

In Afghanistan, with funds from the Government of Italy, a project reduced flooding by training and employing local women and men to construct retaining walls near the river.

In Maldives, in partnership with UNDP, UNOPS is supporting the Government to implement climate change resilience initiatives in the coral reef atoll of Laamu. The project targets community concerns such as access to safe drinking water, adequate sanitation and school enhancements and empowers local communities to identify the problems they have and to be proactive in solving them.

In El Salvador, UNOPS is working with the Government and UNDP to develop resilient, cost-effective infrastructure that can resist and mitigate the impacts of large storms. The project includes institutional capacity development, knowledge management and community outreach components.



Employing workers from the local community to undertake construction work helps increase sustainability and local ownership, as well as boosting skills and incomes, such as in this EU-funded infrastructure project in Sri Lanka.

UNOPS partners

On 20 December 2010, the United Nations General Assembly adopted a resolution in which the 192 member states reaffirmed UNOPS mandate and the range of partners that the organization can work with. In the context of coherence and the furthering of United Nations objectives, UNOPS may act as a service provider to various actors in the development, humanitarian and peacekeeping arenas, including the United Nations, its agencies, funds and programmes, donor and recipient governments, intergovernmental organizations, international and regional financial institutions, non-governmental organizations, foundations and the private sector.

Top partners by category →

1,049
projects
implemented

on behalf of partners

United Nations

1. United Nations Development Programme
2. Department of Peacekeeping Operations
3. United Nations Development Group
4. United Nations Office on Drugs and Crime
5. United Nations High Commissioner for Refugees



Members of the local community in Bangladesh participate in the preparation of plans for increased resiliency to climate change, as part of a Community Based Adaptation project funded by UNDP-GEF and supported by UNOPS.

Donor governments

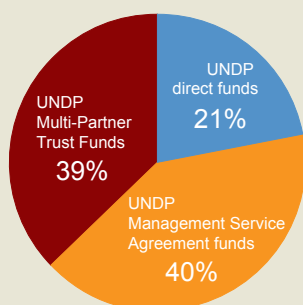
1. Japan
2. United States of America
3. United Kingdom
4. Sweden
5. Norway



Funded by the Government of Japan and implemented by UNOPS, this project in Afghanistan created fully functioning border management facilities at the crossing point with Tajikistan and provided training to border personnel.

Partnership with UNDP

Over 30% of UNOPS work is on behalf of UNDP. This can be further divided between funds directly provided to UNOPS to implement activities on behalf of UNDP, funds provided via a Management Services Agreement and funds provided through the Multi-Partner Trust Fund mechanism.



“For UNDP, UNOPS aggregate value is its great expertise in infrastructure and its integration in the development cycle. Having UNOPS as a partner or potential partner on those matters, makes resource mobilization to the service of the country easier.”

Claudio Tomasi,
Deputy Representative, UNDP Nicaragua

“DFID values this partnership as an extremely effective and efficient one based on a common understanding of professional integrity and value for money.”

Fazle Rabbani,
Education Adviser, United Kingdom Department for International Development

Multilateral institutions and intergovernmental organizations

1. World Bank
2. European Commission
3. The Global Fund to Fight AIDS, Tuberculosis and Malaria
4. African Development Bank
5. Southern African Development Community

Countries of delivery

1. Argentina
2. Afghanistan
3. Peru
4. Myanmar
5. South Sudan

Non-governmental organizations

1. American Red Cross
2. Millennium Promise
3. Interpeace
4. Hammer Forum
5. United Methodist Committee on Relief



With funding from the World Bank and in partnership with the Government of the Democratic Republic of the Congo, UNOPS is rehabilitating this teacher training institute and 58 primary schools throughout the country to benefit more than 30,000 students as part of the Support Project for the Recovery of the Educational Sector.



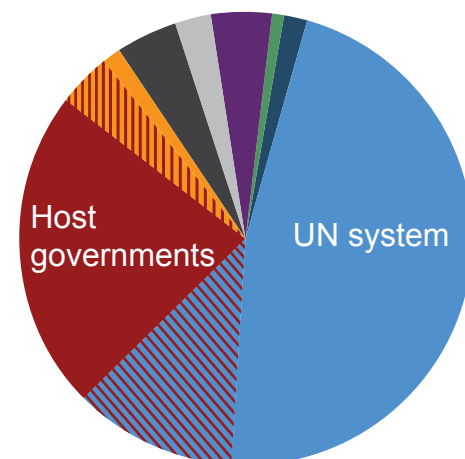
Some of the 120 ambulances procured by UNOPS on behalf of the Government of Argentina's Ministry of Health in 2011 in support of a national programme to provide an effective and high quality healthcare system to citizens.



A beneficiary stands by her transitional wooden shelter in Cité Soleil, Haiti, funded by the American Red Cross. This is one of 3,000 such shelters constructed in 2011 by UNOPS for a number of donors, providing a more durable housing solution for up to 15,000 people.

Implementation expenditure by partner group

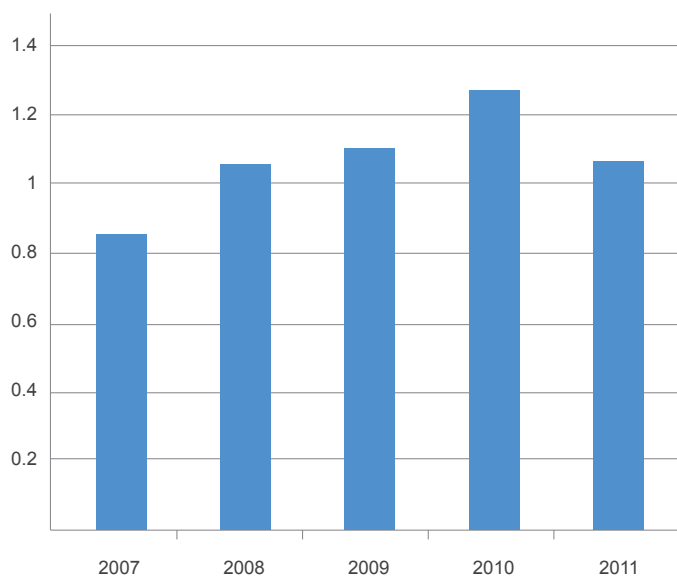
Total delivery \$1.06 billion



Financial highlights

UNOPS project delivery 2007-2011

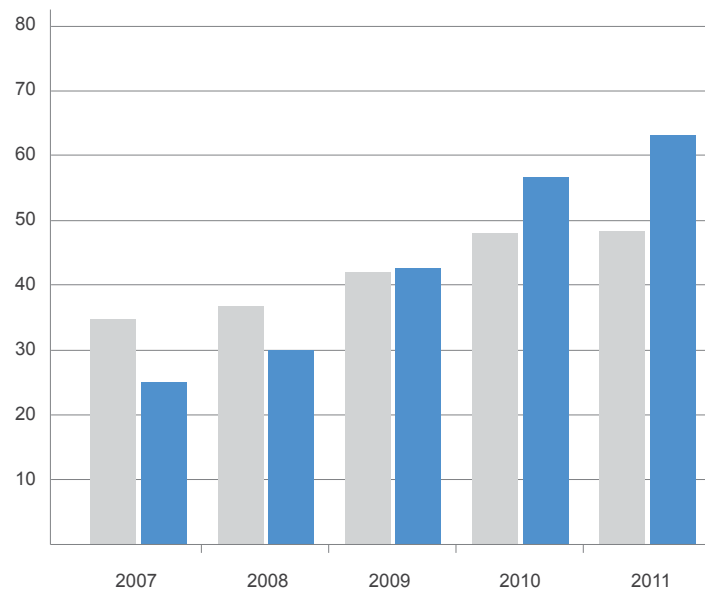
USD billions



project delivery

UNOPS operational reserve for 2007-2011

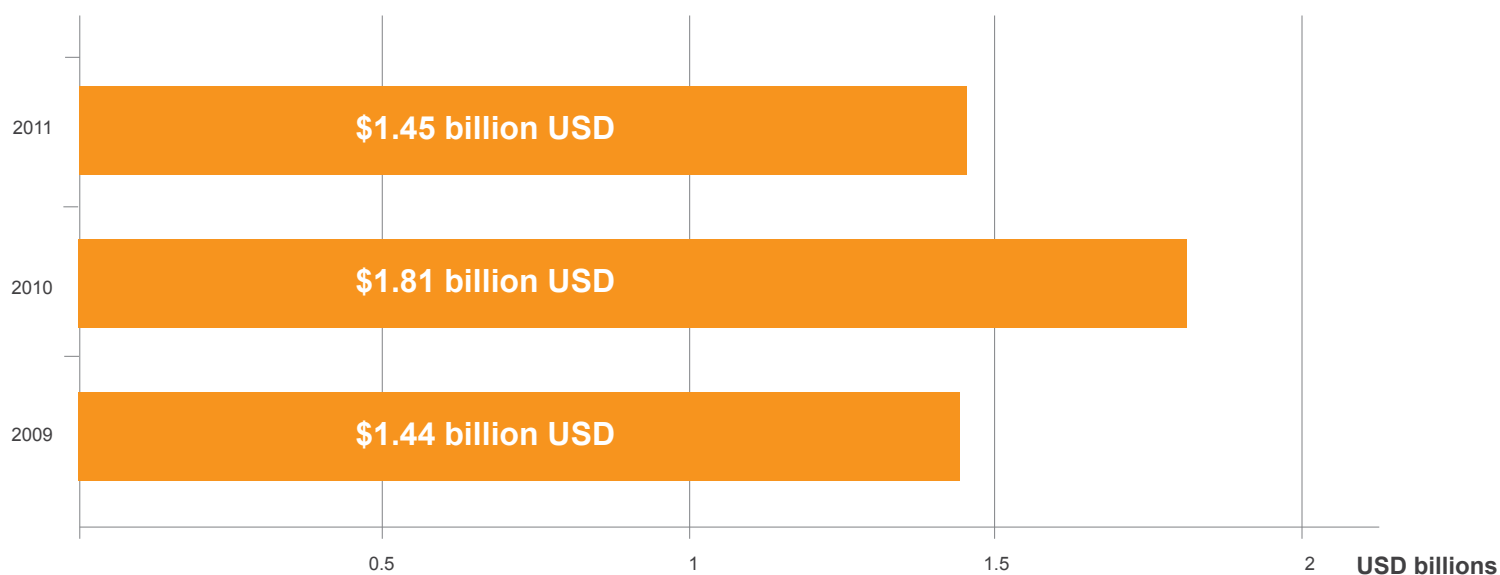
USD millions



operational reserve target

operational reserve achieved

New agreements signed between UNOPS and its partners 2009-2011



**Results for the year ended 31 December 2011,
with comparative figures for the year ended 31 December 2010 (USD '000s)**

INCOME STATEMENT	2011	2010	% change
INCOME			
Support costs and fees	61,819	71,239	-13%
Advisory and reimbursable services income	8,429	7,887	7%
Miscellaneous income	7,262	11,377	-36%
TOTAL INCOME	77,510	90,503	-14%
less: TOTAL EXPENDITURE	76,042	64,428	16%
EXCESS OF INCOME OVER EXPENDITURE	1,468	25,075	-94%
less: INCREASE IN PROVISIONS	-5,057	11,072	-146%
NET EXCESS OF INCOME OVER EXPENDITURE	6,525	14,003	

**Statement of Assets, Liabilities & Reserves as at 31 December 2011,
with comparative figures for the year ended 31 December 2010 (USD '000s)**

BALANCE SHEET	2011	2010	increase/ decrease
ASSETS			
Cash and term deposits	971,466	862,499	108,967
Accounts receivable	26,632	45,987	-19,355
Interfund accounts receivable	888	0	888
TOTAL ASSETS	998,986	908,486	
LIABILITIES			
Interfund accounts	58,251	62,789	-4,538
Contributions received in advance	663,631	529,268	134,363
Unliquidated obligations	144,500	185,081	-40,581
Accounts payable, provisions & employee liabilities	69,343	74,612	-5,269
	935,725	851,750	
RESERVES			
Operating reserves	63,261	56,736	6,525
TOTAL LIABILITIES & RESERVES	998,986	908,486	

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