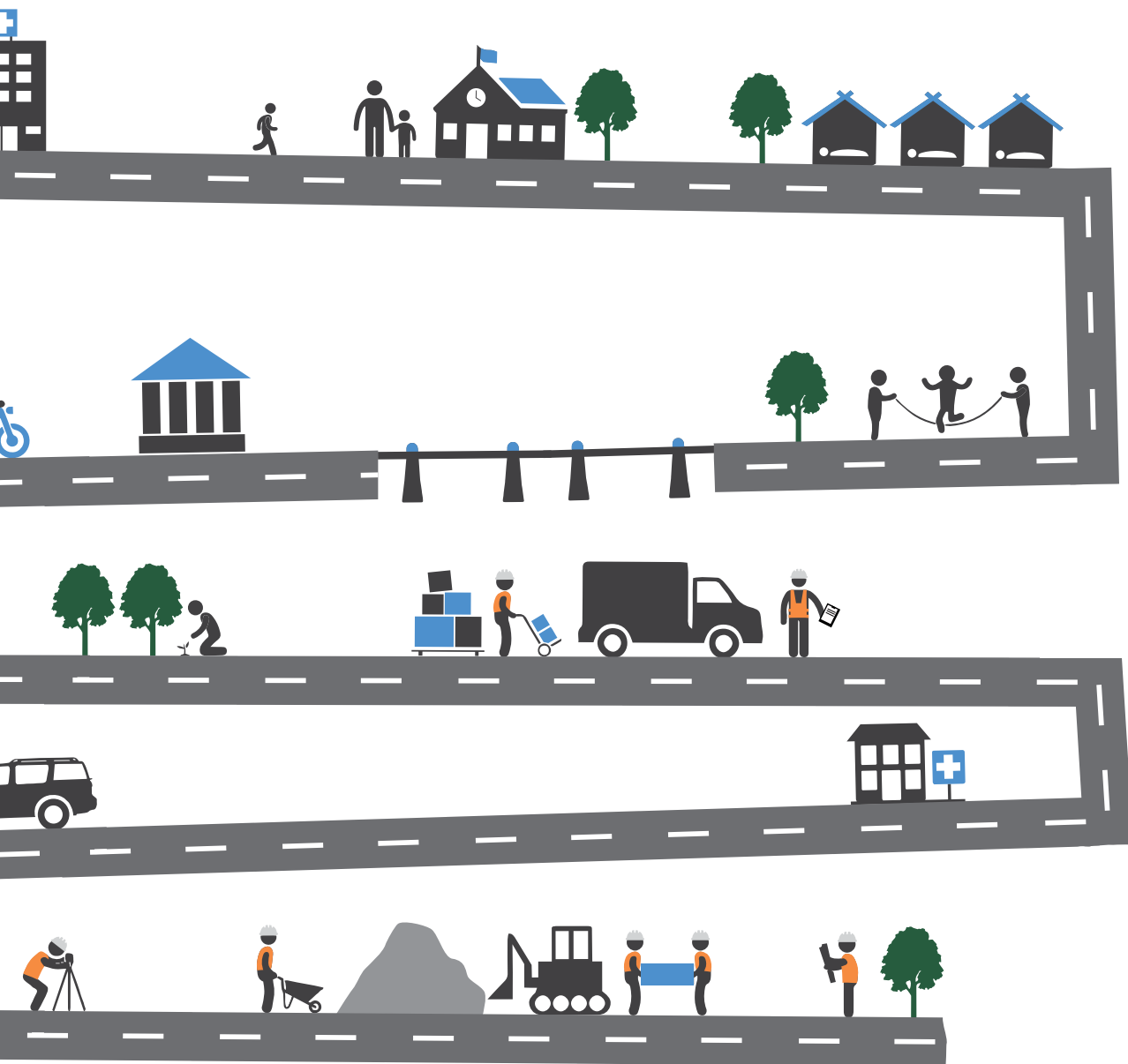


SUSTAINABILITY, FOCUS & EXCELLENCE



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The world is rapidly changing and UNOPS is changing with it to ensure that we continue to deliver effective and efficient support to our partners' peacebuilding, humanitarian and development goals.

Our new [strategic plan 2014-2017](#) states how UNOPS will contribute to the results of our partners; how we can better serve people in need. There are key themes that run throughout the plan: sustainability, focus and excellence, as well as the premise that helping to develop national capacity will be our most important contribution.

Our work will always be framed by balancing the economic, social and environmental dimensions of **sustainability**. For example, managing the construction of a hospital sustainably means identifying and consulting stakeholders on their requirements, using the local workforce while providing decent working conditions and training, and using the best possible design, the right materials and cutting waste. It means, among other things, that the completed hospitals should be disaster-resilient and energy efficient, ensure that female patients and staff are catered for and that future operation and maintenance have been considered. In such a project UNOPS can support national capacity in many ways, from raising awareness on building standards to promoting access for people with disabilities, to strengthening the capacity of local suppliers.

By **focus** we mean concentrating our efforts in those areas where we have a clear mandate and expertise, and where we are most able to add value: **project management, infrastructure and procurement**. Within these areas we are working on cataloguing a set of products and services. By doing so, we can bring the knowledge we have gained from experiences on the ground, innovation and appropriate standards to our partners' projects; standards that are recognized as best practice by international bodies.



The use of such benchmarking supports our drive towards **excellence**. Financial and other critical resources are often limited and must be used effectively. For UNOPS this means providing value for money and being transparent about how the money is spent and the results achieved. It means constantly watching our costs and looking for ways to deliver quality results in a timely manner. Our last strategic plan has guided us well, and we are proud of our achievements. We have supported our partners in the delivery of tangible results, while creating a strong and vibrant organization. As you will see on the following pages, UNOPS supports our partners in some of the world's most challenging environments, offering advisory, implementation and transactional services in more than 80 countries. We have well-trained and committed people on our team, processes and tools that are robust, and the financial stability that allows us to invest in improving the services we offer.

Together with our partners, we are ready to push the boundaries of how we can make the best possible contributions to communities and people in need in developing countries.

Thank you.

A handwritten signature in black ink, appearing to read 'J. Mattsson', written in a cursive style.

Jan Mattsson, Executive Director

WHO WE ARE

MISSION: SERVE PEOPLE IN NEED

To serve people in need by expanding the ability of the United Nations, governments and other partners to manage projects, infrastructure and procurement in a sustainable and efficient manner.

VISION: ADVANCE SUSTAINABLE PRACTICES

To advance sustainable implementation practices in development, humanitarian and peacebuilding contexts, always satisfying or surpassing partner expectations.

“UNOPS is well positioned within the UN system and serves as an example of efficiency and sustainability to the wider UN system.”

Mr Jürgen Schmid, Deputy Head of Division United Nations, German Federal Ministry of Economic Cooperation and Development, in a statement on behalf of France and Germany

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peacebuilding, humanitarian and development projects.

Mandated as a central resource of the United Nations, UNOPS provides project management, procurement and infrastructure services to a wide range of governments, donors and UN organizations.

With over 6,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical and management knowledge they need, where they need it. Our partners are currently relying on our proven expertise to increase the speed, cost-effectiveness and sustainability of over 1,000 projects.

UNOPS emphasizes the role of national capacity, promoting sustainability, focus and excellence in everything it does.

SUSTAINABILITY

UNOPS is working closely with governments and communities to ensure the projects we support have the most positive, long-term impact possible.

When building a school, for example, UNOPS aims to engage members of the local community, develop national capacity by hiring local workers and suppliers and ensure accessibility for students with disabilities. Once the school is complete, funding should be set aside to ensure long-term use and upkeep.

FOCUS

UNOPS focuses its operations in its core areas of expertise: project management, physical infrastructure and procurement. This enables the development of high quality products and services within each area. For example, UNOPS Sustainable Infrastructure Practice Group is now focusing on the following service lines: transport, public buildings, community infrastructure and risk reduction and recovery.

UNOPS tailors its support to the needs of partners. It offers three kinds of services.

- Advisory: developing national capacity in our core mandated areas of project management, physical infrastructure and procurement.
- Implementation: implementing partners' projects efficiently and effectively with the involvement of all stakeholders.
- Transactional: providing stand-alone HR management and procurement services.

EXCELLENCE

UNOPS continuously benchmarks against external bodies, striving for external certifications of processes and adopting internationally recognized best practices and standards.

Many of UNOPS processes and services have already been independently certified by these outside bodies in order to ensure that they actively increase the effectiveness of partners' projects. This helps donors and developing countries spread their limited budgets further, ultimately improving the lives of even more people in need.

This drive for excellence is about being more than just an implementing partner—it is about adding value to partners' projects.

UNOPS self-financing model promotes lean, effective delivery. A flexible structure and global reach means the organization can quickly respond to partner needs, while gaining the benefits of economies of scale.

Professionalism and certified training increases efficient service to partners. In 2012, more than 600 UNOPS personnel participated in the 'PRINCE2' exam or in the UNOPS project management certification programme, and a further 200 colleagues are participating in external professional certifications run by, among others, the Association of Chartered Certified Accountants and the Chartered Institute of Purchasing and Supply.



At UNOPS, we have a strong belief in national ownership and we work closely with communities and local authorities during the lifespan of the projects we support. This helps to develop consensus about the most appropriate solutions and helps to ensure increased sustainability.

Another core component of UNOPS approach is clear accountability for results and a commitment to transparency.

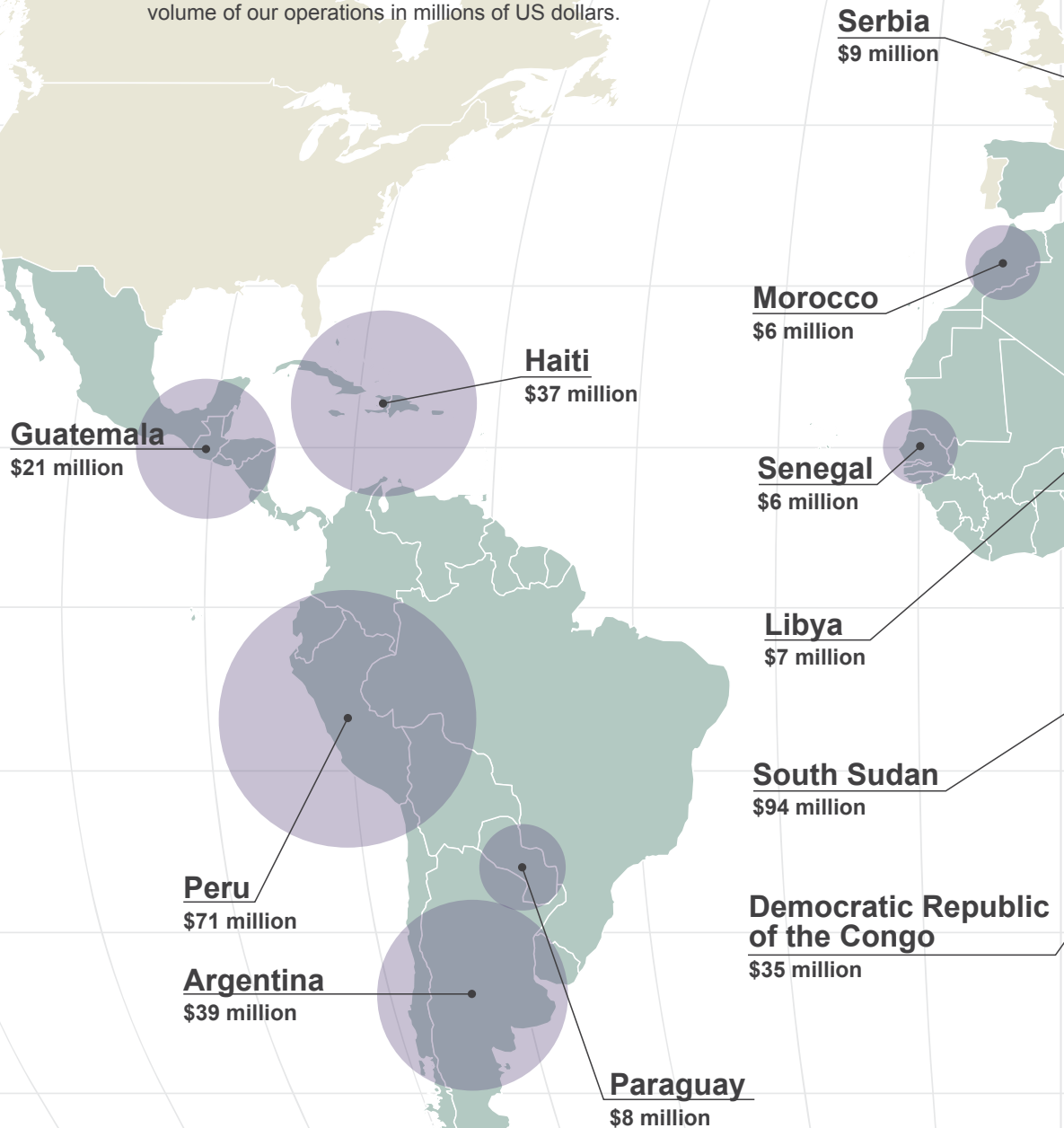
UNOPS was the first UN body to publish data about its operations on the registry of the International Aid Transparency Initiative (IATI), as well as the first organization in the world to geocode its IATI data. UNOPS data hub data.unops.org presents funding and operational details on over 1,000 projects for the benefit of partners, the public and the development community in general. 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. Read more about transparency on [page 27](#).

**IN 2012
UNOPS PROVIDED
3,049 DAYS
OF MANAGEMENT AND
TECHNICAL ADVISORY
SERVICES**


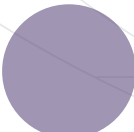
WHERE WE WORK

UNOPS delivers its services through global headquarters in Copenhagen, Denmark and a decentralized, flexible network of more than 20 country offices.

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.

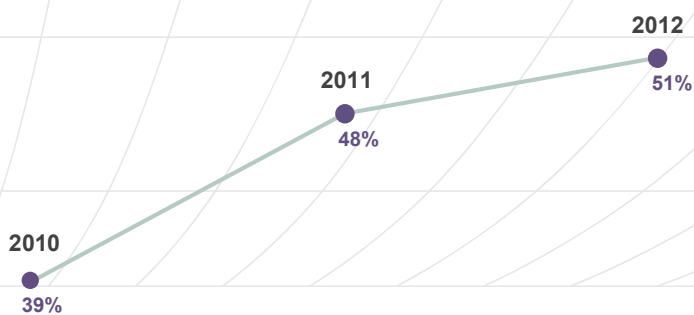
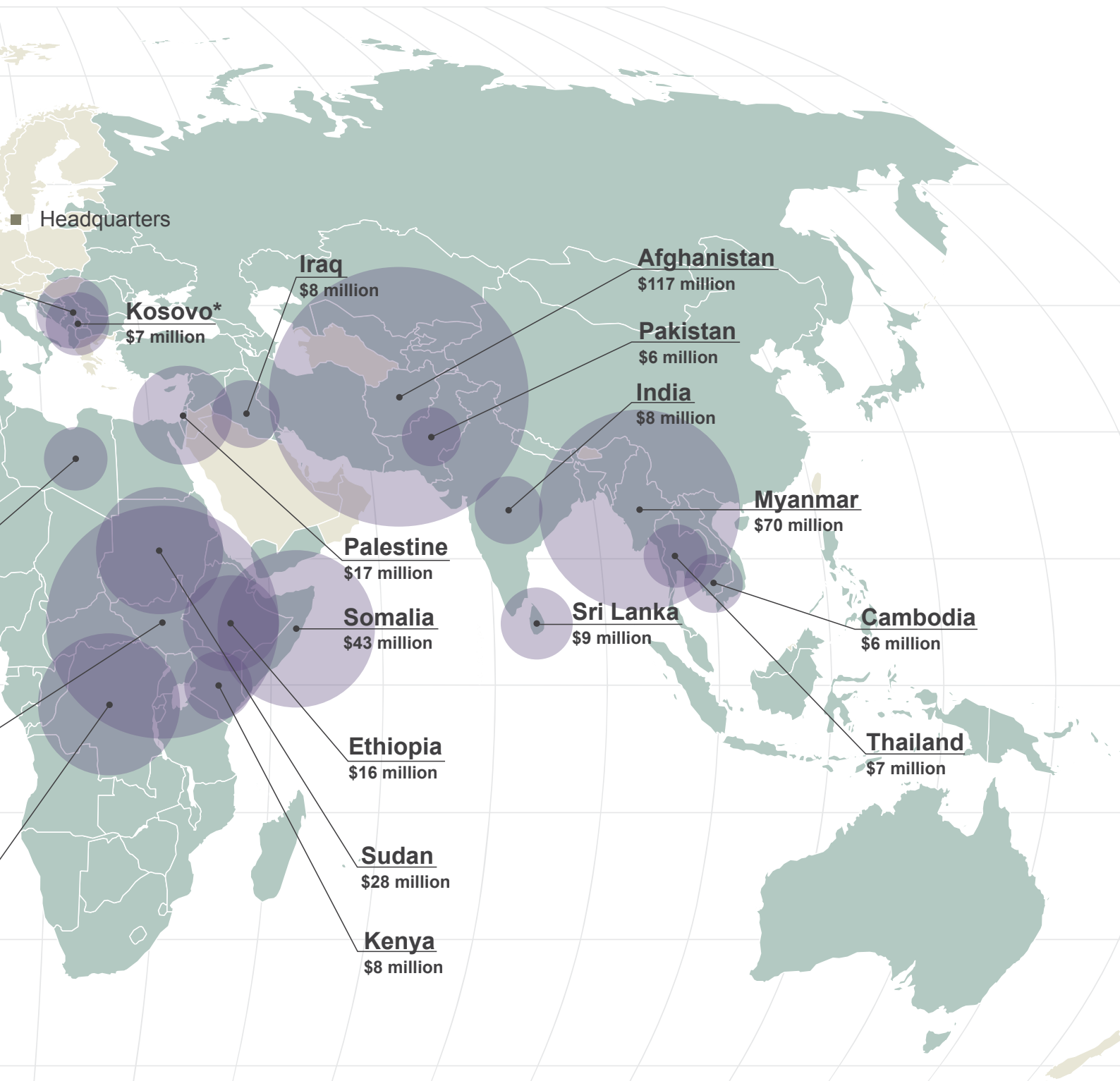


Map legend

-  Countries with projects supported by UNOPS
-  The circles on this map represent the volume of UNOPS operations in the country in millions of US dollars. They represent the approximate midpoint of the designated country and do not refer to an exact location.

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)



WORKING WHERE IT IS NEEDED MOST

Total delivery in low-income or conflict-affected countries

In 2012, UNOPS implemented \$977 million worth in projects on behalf of partners. For the third year in a row, the volume of UNOPS work in the lowest income countries and in areas affected by conflict increased, representing 51 percent of our work in 2012 as compared to 39 percent in 2010.

SUSTAINABLE PROJECT MANAGEMENT

“UNOPS strengths include very good collaboration with local authorities and line ministries, the fact that it is thought of highly at provincial level, its strong infrastructure and procurement skills and its motivated and professional national staff.”

Vittorio Roscio,
Infrastructure Sector Manager,
Italian Development
Cooperation

IN 2012, UNOPS SUPPORTED ITS PARTNERS BY:



TRAINING
21,000
PEOPLE



**ADMINISTERING
OR MONITORING**
800
GRANTS

UNOPS manages over 1,000 peacebuilding, humanitarian and development projects across the globe for a range of partners.

The organization uses project management expertise to help governments and donors make development budgets go further, in order to improve the lives of people in need.

UNOPS project managers manage an annual project portfolio of around \$1 billion, often in some of the world's most challenging environments. Each year, they oversee the building of thousands of kilometres of roads and dozens of schools, hospitals and police stations, train thousands of people and provide operational support to mine clearance.

DELIVERING MORE THAN JUST OUTPUTS

As well as meeting time, cost and quality targets for project outputs, UNOPS also uses its implementation expertise and local knowledge to increase the impact of its partners' projects.

Capacity development is a core focus in all our activities, ensuring that at the end of a project, skills as well as outputs, are left behind. At the same time UNOPS works to bring added value to every stage of the project planning and implementation process.

For example, managing the construction of a school, within time and within budget is only part of the challenge. A successful project creates a usable learning environment, which takes into account community needs, the cultural context, the local climate and ongoing maintenance requirements.

At UNOPS, we believe that to really add value we must consult and engage the community, empower the vulnerable, manage environmental impacts, consider the 'total cost of ownership' and provide training for maintenance.

EXTERNAL RECOGNITION

In 2013, UNOPS was awarded four prestigious project management certifications. The accreditations mean that the project management approach used by UNOPS is formally recognized by the leaders in the field, for excellence in both consultancy and training services.

PARTNER-LED SUPPORT

Partners request UNOPS support to supplement their own capacities, improve speed, reduce risks, boost cost-effectiveness and increase quality and sustainability.

UNOPS customizes support to partner needs, offering different types and levels of service: advisory, implementation and transactional. Within each of these categories there are defined products. This enables the organization to create the training materials and guidelines needed to ensure project managers provide consistently high quality support, no matter where they are around the world.

The UNOPS project management methodology incorporates global best practices such as PRINCE2 and the Project Management Institute's standards, but is tailored to the development environment, with an emphasis on:

- Strong internal controls
- Systematic stakeholder management
- Good governance
- Benefits and impact management

UNOPS has a complete set of innovative, custom-built systems to manage all stages of the project cycle. For example, the online partner centre provides timely communication to partners and real-time data on all of their projects. The management workspace integrates information about UNOPS projects, outputs, offices and partners, giving project managers global oversight of their work.



CASE STUDY

New ICT system to improve police effectiveness in Palestine

A new central information system is helping the Palestinian police better meet community needs while working towards a more secure and safe environment. The Canadian-funded project, which cost almost \$6 million, was supported by the EU Co-ordinating Office for Palestinian Police Support and was implemented by UNOPS.

The Palestinian civil police force, created in 1994, is responsible for policing in Palestinian urban centres in the West Bank and Gaza. The new information and communications technology (ICT) system was developed to help the force better manage police casework, operations and services, as well as minimizing the ineffective manual handling of case files and related processes.

UNOPS managed the design and development of the software system, as paying significant annual licensing costs required by existing information systems was deemed unsustainable. The ICT system was designed in Ramallah, in cooperation with the police force.

In addition, UNOPS provided training courses, detailed technical documentation, and on-the-job technical support to police staff, helping develop the necessary skills for ongoing maintenance and development of the system.

IMPLEMENTATION SERVICES

Through implementation services UNOPS can manage a single project component or run an entire programme for partners.

Alongside the infrastructure of projects detailed on page 12, UNOPS also manages a large range of other development initiatives. For example, in 2012 UNOPS supported the training of 68 local authorities and non-governmental organizations (NGOs) as well as another 21,000 individuals, in subjects including infrastructure and climate resilience. This included running South-South-based climate change training for 333 journalists across Africa for the United Nations Development Programme (UNDP) and other partners.

In 2012, UNOPS also helped its partners organize 451 high-level events and meetings,

and provided support to 5,026 local organizations. Fifty countries were supported with environmental management, and 12 endangered or vulnerable species were protected.

A number of projects to promote economic sustainability in low- and middle-income countries were supported, such as the multi-partner Enhanced Integrated Framework—a trust fund that helps countries boost local capacity to engage in international trade.

We also run a number of project management offices for our partners, where we support complex multi-national programmes, such as in international waters or mine clearance. For example, in coordination with the United Nations Environment Programme (UNEP) and at the request of UNDP, we are executing 20 Global Environment Facility-funded projects



A photograph of a man wearing a blue UNOPS cap, a light blue long-sleeved shirt, and a bright orange high-visibility safety vest. He is standing on a reddish-brown dirt road, leaning forward and working with a tool. A yellow toolbox is open on the ground next to him. The background shows a dry, dusty landscape with some sparse trees and a clear sky.

CASE STUDY

Supporting life-saving relief operations in South Sudan

More than 110,000 stranded refugees in South Sudan were able to receive emergency relief after transport infrastructure in the area was greatly improved, with UNOPS support.

The Sudanese refugees fled to Maban County in Upper Nile State during 2012, but poor roads made delivering humanitarian aid difficult, especially during the rainy season when the roads became impassable.

UNOPS was tasked by the United Nations logistics cluster to undertake emergency infrastructure works to create vital access to the refugees.

As well as building better roads, UNOPS completely rehabilitated the surface at Maban airfield, creating a new, all-weather 1,400 metre runway. The resurfacing was carried out in six weeks and used a labour-based approach that provided much needed income for the local community.

These activities were funded by contributions from the European Commission, the United States Government and the Common Humanitarian Fund for South Sudan.

With both roads and air routes open, organizations such as the World Food Programme could deliver crucial provisions and provide life-saving support in one of the world's biggest humanitarian operations of 2012.

Throughout the project, UNOPS consulted the local community and the Government of South Sudan regularly and held weekly meetings with representatives from the relief organizations on the ground, to ensure their needs were met.

In one example of the value of such consultation, when preparing to rehabilitate the airfield, UNOPS altered the specifications after talking with pilots from humanitarian organizations operating locally, making the airstrip more fit for purpose while saving the donors money. In another example, UNOPS installed road signs and speed bumps in villages and set up driver training after the new roads led to an increased incidence of unsafe driving.

that focus on transboundary water systems. The projects in the international waters portfolio help countries work together and share knowledge to fight ecological stress such as that caused by a lack of sustainable resource management or by industrial pollution.

ADVISORY SERVICES

UNOPS provides advisory services that develop the national capacity of developing countries in core areas. In project management, products include providing maturity assessments, planning programmes and projects, and advising on managing projects or setting up project management offices.

TRANSACTIONAL SERVICES

Our administrators, HR professionals and finance specialists provide a number of transactional services to partners, generally as part of a larger project, though also as stand-alone services. For example, UNOPS recruits personnel and handles contract administration in 16 countries on behalf of the United Nations Refugee Agency (UNHCR).

BUILDING A KNOWLEDGE BASE

UNOPS is building a robust knowledge base of the most effective and efficient ways to manage projects. By capturing this information in our systems, the organization ensures that project managers have a chance to share their expertise and learn from their peers. More than 200 individuals have already taken part in comprehensive project management training courses. Toolkits and other guidance help personnel overcome common issues faced during project implementation on the ground.

SHARING EXPERTISE

UNOPS Sustainable Project Management Practice Group is sharing its project management expertise with external partners, through online training in project management and workshops on best practices.

SUSTAINABILITY IN ACTION: A VIEW FROM THE FIELD

“ I know that I can make a difference through the work that I do at UNOPS.

When we are asked to make decisions on how to deliver a project, we are encouraged to think long-term. That means considering ways to increase sustainability from day one. We are not just there to deliver an output, we are there to make sure the end result is functional and ties in with the needs of the project owner, end user and the broader programme. For example, there is no point in us building a bridge if there isn't a decent road either side of it.

Some partners will come to us asking for the latest state-of-the-art technology, but these requests may not fit in with local capacity to sustain that technology. With our local knowledge and experience, we can offer our partners sensible alternatives that add value to their projects.

Like in South Sudan where, before constructing airstrips for delivering emergency supplies, we consulted pilots from humanitarian groups on their genuine needs. These conversations led us to convince our partners to adopt runways of shorter length and width, which not only saved resources, but means users will be able to maintain the airstrips at less cost in the future.

Or in another example, when managing a recent high security prison project, the donor's design stipulated stainless steel shelves for many areas of the facility, but these are only necessary in humid areas of the buildings and could be replaced in most areas with standard steel shelving. By reviewing the requirements of the project, we were able to save money on the shelves and put these resources into more important things such as providing additional security equipment where we had identified gaps.

By staying flexible and looking for reasonable solutions, we are able to make these small changes that can make a big difference. ”

**Brendan Keirnan, Project Manager,
UNOPS**

CASE STUDY

Supporting mine action

In 2012, UNOPS supported the mine action work of the United Nations Mine Action Service (UNMAS) and partners in 14 countries and territories. It provided recruitment, procurement, contracting, grants management, technical and operational support, and financial and legal services. For a total value of approximately \$163 million, UNOPS helped its main partner UNMAS deliver a range of results, including in:

- Abyei, a disputed area between Sudan and South Sudan, where, after the deaths of civilians and United Nations peacekeepers due to landmines, UNOPS carried out emergency contracting to clear 309 kilometres of roads and 10 square kilometres of other land for the United Nations mission, humanitarian agencies, and internally displaced people from the region
- Afghanistan, where 90 percent of 233 cleared minefields are now being used productively
- Côte d'Ivoire, where 45 weapons and ammunition storage sites were repaired
- The Democratic Republic of the Congo, where the United Nations Mine Action Coordination Centre worked with the United Nations Stabilization Mission after the recent conflict to quickly assess and clear Goma Airport and its surroundings
- Libya, where UNMAS teams, deployed through UNOPS, helped the country with its ammunition management issues
- Palestine where nearly 3,000 men, women and children living in areas subject to the conflict, attended awareness sessions on the risks of explosive remnants of war
- South Sudan, where there was a 92 percent drop in the number of people killed or injured because of mines



UNOPS APPROACH TO SUSTAINABILITY

EXAMPLE: BUILDING FIVE SCHOOLS



WHAT



HOW



NATIONAL CAPACITY DEVELOPMENT



ECONOMIC SUSTAINABILITY

Local construction industry learns modern building techniques

Wider awareness of international tendering and contracting standards

Resources are secured to ensure the schools can function self-sufficiently and effectively in the future

Expensive maintenance is reduced

Formal and on-the-job training from UNOPS engineers

Procurement and tendering workshops

Close collaboration with governments and donors

High-quality design, simple technical systems and training provided for basic maintenance

- Local construction industry increases its professionalism and ability to compete
- Government budgeting skills are improved
- Teachers and communities learn how to maintain their own equipment



SOCIAL SUSTAINABILITY

Communities feel a sense of ownership of the school

Labourers are safe during construction

Design encourages girls to attend school

Design helps people with disabilities attend school

Schools are resilient to natural hazards, saving lives and money in the future

Women are employed in the construction team

Communities are fully engaged from the beginning of the planning process

Health and safety guidelines are implemented onsite

Local cultural norms are respected, e.g. separate toilets with appropriate access for girls

Wheelchair ramps are included

Schools have increased seismic resistance

Project managers actively seek qualified female labourers or provide training to women

- A culture of health and safety established in local construction industry
- Increased awareness of female employment and schooling
- Increased awareness of opportunities for people with disabilities
- Communities learn more about planning and construction processes



ENVIRONMENTAL SUSTAINABILITY

Any environmental damage is limited and mitigated

Schools are created to be energy-efficient in terms of heating and cooling

Kitchens and toilets are designed to be water-efficient

Construction does not use up finite natural resources or require unnecessary transportation of material

A certified environmental management system is imposed from the start, including replanting schemes

Building is well-positioned and considers use of renewable energy sources

Rainwater harvesting system is constructed on school roofs

Design is based on renewable, locally-available materials

- Awareness of environmental issues is developed in-country
- Workers learn replicable green construction skills
- Infrastructure ministry and construction industry develop environmental management skills

SUSTAINABLE INFRASTRUCTURE

“UNOPS has the resources to train governments to engage in sustainable infrastructure development projects.”

Lubna Zahir Hussain, Minister of State for Health, Maldives

IN 2012, UNOPS SUPPORTED ITS PARTNERS BY CONSTRUCTING OR REPAIRING



40

SCHOOLS



48

HOSPITALS AND MEDICAL FACILITIES

Access to basic infrastructure such as schools, roads, hospitals and police stations is vital for improving the living standards of communities in developing countries worldwide. Whether partners want to build a courthouse in Somalia or a community health centre in Indonesia, UNOPS is helping to construct the infrastructure required for driving sustainable development.

UNOPS products and services:

- Transport infrastructure
- Public buildings
- Community infrastructure
- Risk reduction and recovery

UNOPS is mandated as a central resource for infrastructure projects within the United Nations system. Partners recognize UNOPS as having the right expertise and local knowledge to successfully deliver infrastructure projects on their behalf.

We design, construct, rehabilitate and maintain infrastructure in some of the world's most challenging environments, from building roads in conflict-affected countries such as Afghanistan and the Democratic Republic of the Congo to creating safe transitional living spaces in post-disaster countries like Haiti and Pakistan.

ENSURING SUCCESS

A team of highly-qualified engineers, architects and project managers bring international industry best practice to our partners' infrastructure projects. Alongside proven technical expertise, UNOPS adheres to the Paris Declaration on Aid Effectiveness. We encourage local ownership of projects by involving communities in their planning and implementation to help ensure long-term use and maintenance of everything that is built. By implementing all infrastructure projects with economic, social and environmental sustainability in mind, UNOPS helps produce long-lasting outcomes for our partners.

ADVISORY SERVICES—SHARING INFRASTRUCTURE BEST PRACTICE

UNOPS works to share best practice in infrastructure with all its partners in humanitarian and development projects. For example, in 2012 UNOPS worked with the Government of Haiti and the United Nations Population Fund (UNFPA) to create replicable designs for maternity clinics in the earthquake-affected country, making it easier for other development bodies to fulfil local needs while meeting international standards in maternal care.

UNOPS provides management and technical advisory services for infrastructure works. For example, within the framework of a UNDP risk reduction project in Colombia, UNOPS gave 360 days of advice to a Government body in charge of rehabilitating areas damaged by changing weather patterns. UNOPS is evaluating technical designs for the reconstruction of nine bridges and 57 critical sections of road.

Other advisory services provided include rapid infrastructure needs assessments in post-conflict and post-disaster environments, the design of sustainable infrastructure and technical supervision of construction works.

PARTNERSHIPS WITH INDUSTRY LEADERS

For large-scale and more complicated infrastructure projects, UNOPS often collaborates with global architecture and engineering firm, Arup, which has a not-for-profit, international development arm. Among other projects, Arup provided technical support to UNOPS and the Government of Panama to prepare a masterplan for the site of a planned Regional Humanitarian Logistics Hub.

UNOPS has developed contracts for works based on those used by the International Federation of Consulting Engineers, but tailored for the development environment. These help UNOPS to ensure quality contractor performance, better control of the construction process and reduced risk for partners.



To ensure buildings can be constructed by a local labour force, UNOPS adapts its approach to fit local cultural norms, such as by building from a model, as in this project to establish community learning centres in Central Kalimantan, Indonesia. The project is being implemented in collaboration with the United Nations Educational, Scientific and Cultural Organization (UNESCO), with coordination support from the United Nations Office for REDD+ Coordination in Indonesia (UNORCID) on behalf of the Government, with funding from Norway.

The global law firm DLA Piper, which has lawyers in 30 countries, offers pro bono legal expertise and support to UNOPS infrastructure work. DLA Piper helps UNOPS to develop standard forms of contracts for works and conducts reviews of local laws connected with infrastructure contracts that UNOPS has signed.

PUTTING SUSTAINABILITY INTO PRACTICE

It is our aim to deliver infrastructure that is functional, while minimizing harm and maximizing positive impacts. This means making sure the structures are long-lasting and best serve the needs of the local population.

For example, when constructing roads to create safe passage to a refugee camp in Yida in South Sudan on behalf of the European Commission Directorate for Humanitarian Aid and Civil Protection, UNOPS routed the road to enable better access to repair materials, helping to safeguard future maintenance. UNOPS also adjusted the route to connect two nearby

communities not served by road, in order to strengthen their support for the project and ensure long-term use once the refugees leave.

ENVIRONMENTALLY-CONSCIOUS CONSTRUCTION

UNOPS project managers focus on limiting environmental impacts during construction through detailed planning, in consultation with the community.

For example, in 2012 UNOPS managed a road-building component of a large stabilization strategy in the Democratic Republic of the Congo, with funding from a range of donors. This involved implementing a complex socio-economic and environmental mitigation plan, which included working with the community to replace trees in order to control the new road's environmental impact.



73

**GOVERNMENT
ADMINISTRATION
BUILDINGS**



9,661

**SHELTERS OR
RELIEF FACILITIES**



PROJECT OF THE YEAR

Rebuilding livelihoods in Sri Lanka

More than 20 new fishing harbours and anchorages are being constructed across Sri Lanka under a programme to rehabilitate coastal areas destroyed by the 2004 tsunami.

With funding from the International Fund for Agricultural Development (IFAD), the \$10.7 million initiative is working to improve fishing facilities and generate more income for fishing communities, with over 100,000 people set to benefit.

The project, which began in 2009, is being implemented by UNOPS in seven districts, in cooperation with Sri Lanka's Ministry of Fisheries and Aquatic Resources.

BACKGROUND

The Government initially developed the project after the tsunami ruined a significant amount of fishing infrastructure—including auction premises, community centres and access to fresh water—causing considerable damage to the livelihoods of fishing communities.

After the Government faced a number of insurmountable challenges in implementing the project, UNOPS was contracted as overall project manager and tasked with redesigning the project and leading the implementation of all construction activities.

ENGAGING COMMUNITIES

To ensure local needs were provided for, UNOPS held consultations with local authorities, civil society groups and fishing communities in the planning stages, as well as during the project's implementation. As fishing in Sri Lanka is traditionally done by all family members, with significant participation from women, UNOPS ensured women were consulted during the meetings.

Offices were set up in three districts so UNOPS personnel could coordinate their engagement with local stakeholders and monitor daily progress at the 21 project sites. Local people were hired as labourers and the project has so far created 105,000 labour days.

To ensure long-term use of the new infrastructure, UNOPS also gave on-the-job training to Ministry staff and demonstrated how to operate and maintain the fuel and ice storage facilities.

The building designs used for the fishing infrastructure have since been replicated by the Ministry for other projects on Sri Lanka's east coast.

CHALLENGES

When constructing the harbours and anchorages, the marine engineering work presented several challenges, such as unexpectedly high tides. The project team devised an innovative way of coping with the change in conditions by constructing additional temporary barriers, without adding any extra costs.

Health and safety was a top priority, with work only going ahead when weather conditions were favourable, and construction teams working close to the sea were provided with specialized protective equipment.

POSITIVE RESULTS

In Suduwella, a fishing village in the Matara district, fishing and related activities are the main source of income for the community. Suduwella is home to one of the new harbours, which has contributed to more than 4,000 people now participating in fishing activities, a 70 percent increase on the number in 2011. The number of women involved in fishing activities in the area has doubled since the project began in 2009.

The amount of income generated per person and per boat has more than doubled, while the development of surrounding facilities in the harbour, such as banks, spare parts shops and ice storage, is expected to create 2,000 to 4,000 jobs.

Local consumer W. Kumara, 46, said that the new harbours meant he could buy fish at more competitive prices.

"Earlier we had to travel to faraway fishing harbours to buy fish and the wholesale prices were high, but with the new harbour at Suduwella, we can buy fish at low rates because there are many more fishing boats coming to the harbour," he said.

All the harbours and anchorages are now fully operational, with final works on track for completion before the project's operational closure at the end of September 2013.





CASE STUDY

Providing better access to health care in Nicaragua

A large new teaching hospital is being built in Nicaragua to improve access to medical services for the local population.

The project is being executed by the Cuerpo Médico Militar on behalf of the Government and UNOPS is providing advisory services for its construction, as well as procurement services for the necessary equipment. To ease the transition of staff from another smaller hospital, UNOPS has provided project management expertise to develop a system that supports the day-to-day administration and technical management of the new hospital.

The building will comply with strict anti-seismic standards, a water treatment plant will be constructed so that water can be reused for irrigation purposes, and the United Nations Industrial Development Organization is to provide solar panels for water heating. The Pan American Health Organization is also supporting the project with disaster risk reduction training. In an example of South-South cooperation, the Government of Mexico has provided funding to the Government of Nicaragua for this project, through grants from the Central American Bank for Economic Integration.

Another priority is the use of renewable energy wherever possible in buildings constructed by UNOPS. In Palestine for example, a corrections and rehabilitation centre that UNOPS upgraded and refurbished with funding from the Canadian Government, now uses solar power for heating and provides separate areas for male and female convicts to live and attend classes.

UNOPS was recently awarded ISO 14001 certification for showing a conscious effort to implement infrastructure projects in a way that mitigates environmental damage. ISO 14001 is an international standard granted to organizations that are actively assessing and managing their environmental impacts. UNOPS has developed an environmental management system for physical infrastructure work, which helps project managers to incorporate measures needed to minimize any negative impacts and strengthen the environmental benefits.

ADVANCING GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN

In 2012, 32 percent of the projects supported by UNOPS were working to improve gender equality and the empowerment of women. Around half of these projects involved building facilities that specifically help girls and women to receive justice, education and healthcare.

For example, when building schools in South Sudan for the Italian Government as part of an initiative to improve child education rates, particularly among girls, UNOPS supported a gender awareness campaign, designed a green business scheme, and used energy-saving construction methods. The project also helped improve girls' education rates by forming girls clubs, running workshops on the right to education, distributing sanitary napkins and providing training to mothers and daughters on their use.

Other UNOPS-supported projects enhanced women's opportunities for income generation and provided girls and women with better access to basic social services.

For example, in Afghanistan, the maintenance of certain roads has reduced travel time to the local market, school and health centre by 30 percent. The Government of Afghanistan is implementing the project with UNOPS support and with funding from the World Bank and the Afghanistan Reconstruction Trust Fund.

DISASTER RISK REDUCTION

UNOPS is helping its partners limit the impact of natural hazards, climate change and rapid urbanization by increasing the resilience of communities. Our approach includes identifying the best possible location for infrastructure to minimize the risk of future disasters, conducting structural assessments, improving urban planning for housing and transport and constructing disaster resilient infrastructure such as schools, hospitals and roads.

For example, in South Sudan, less than one tenth of school children have access to permanent classrooms that provide adequate protection from extreme weather. On behalf of the United Nations Children's Fund (UNICEF), and with funding from UKAid, UNOPS built 23 primary and three secondary schools in various parts of the country in 2012. The schools were carefully built away from lowland areas to avoid flooding during the rainy season.

UNOPS also uses its expertise to construct stable and secure living arrangements for families left homeless due to natural hazards. In 2012, this meant building or repairing more than 5,300 transitional shelters on behalf of our partners, about 70 percent of which were to support flood-affected families in Pakistan, with funding from the United States Government. In that case, we used local materials, trained local labourers in construction techniques and employed 'green' building techniques such as minimizing the use of concrete. We also hired female social mobilizers who connected with local women to ensure their needs were met and provided training in hygiene and disaster risk reduction to recipients of the shelters. The project created 168,000 labour days for local people, in line with our belief that securing decent work and a minimum income empowers families and promotes early economic recovery after a crisis.

Adapting to climate change is a major challenge. Well designed, planned and properly maintained infrastructure helps protect lives and livelihoods. For example UNOPS is working with the Government of El Salvador and UNDP to reduce the vulnerability of urban areas to flooding, erosion and landslides created by the extreme rainfall associated with climate change.

CAPACITY DEVELOPMENT

By providing training during a project's implementation, UNOPS ensures the positive effects of development will be felt by communities long after the project itself is over.

To support the planning capacity of local authorities and help safeguard maintenance and operations, UNOPS provides direct training to state ministries of physical infrastructure. For example, UNOPS is providing technical assistance to the National Emergency Rural Access Project in Afghanistan, to help a number of ministries improve roads and bridges and work more efficiently. This project involved institutional development of the ministries, as well as creating almost 300,000 labour days for local workers in 2012.

Developing capacity means working closely with civil authorities at all levels. The Bamyan city airport in Afghanistan is currently being upgraded with funding from the Japanese International Cooperation Agency (JICA). UNOPS is implementing the project in partnership with the Ministry of Transport and Civil Aviation alongside provincial and local authorities.

To equip communities with the right knowledge and skills to ensure the long-term use of a project output, UNOPS provides onsite training and professional development. For example, in 2012 UNOPS provided male and female labourers with construction training in Liberia while upgrading the National Police Training Academy, on behalf of UNDP and with funding from the Government of Norway.

In many cases where capacity development activities are not specifically included in the original project design, UNOPS is able to bridge the gap, often through on-the-job training. For example, when building steel truss bridges in Sri Lanka for the Government in 2012, UNOPS brought in trainee engineers from local universities to develop their bridge-building and project management skills.

“With a strong field presence and proven technical capacity, UNOPS is not only a valuable resource for development partners, but also a key actor for national capacity development and knowledge transfer.”

Magnus Lennartsson,
Minister, Permanent Mission
of Sweden to the United
Nations, in statement on
behalf of Denmark, Finland
and Norway



CASE STUDY

Building a more resilient Haiti

A large-scale reconstruction project is benefiting more than 33,000 Haitian families whose neighbourhoods were destroyed by the 2010 earthquake.

The earthquake—one of the biggest disasters to hit an urban area—killed over 220,000 people and left over one million people homeless.

In 2011, a project was launched to shut down six of the camps for internally displaced people and resettle those living there into 16 newly rehabilitated neighbourhoods, with funding from the Haiti Reconstruction Fund.

The 16 Neighbourhoods/Six Camps (16/6) project is being jointly implemented by UNDP, the International Labour Organization (ILO), the International Organization for Migration and UNOPS, with leadership from the Government of Haiti.

UNOPS was selected to design and implement low-income housing and infrastructure works in eight of the neighbourhoods, with a budget of over \$16 million. UNOPS is responsible for repairing and rebuilding damaged houses so that they satisfy risk mitigation standards, as well as improving community infrastructure such as sanitation and waste management facilities, footpaths and access to drinking water and other utilities. UNOPS has already repaired more than 1,200 homes and aims to build 750 new houses in some of the most complex neighbourhoods of Port-au-Prince.

With sustainability always a priority, UNOPS trained the home-owners in construction techniques, to help them continue to maintain their own houses in the future, in line with the local culture.

As many of the neighbourhoods suffer from gang violence, UNOPS helped make residents feel safer by installing hundreds of solar streetlights and constructing the new houses in accordance with good public space management to help alleviate social problems.

The project created more than 15,000 working days and UNOPS hired 95 percent of its workforce from the local community. Local companies were contracted and more than 150 construction workers were trained, in collaboration with ILO.

UNOPS and its partners kept residents involved during project design and implementation through door-to-door surveys and community meetings.

CONNECTING COMMUNITIES WITH ROADS

On behalf of its partners, UNOPS constructed or rehabilitated 2,631 kilometres of road in 2012:

 = 10 km

SURFACE TYPES

- Earth
- Gravel
- Asphalt
- Concrete

CONSTRUCTION METHODS

- Labour-based
- Machine-based

ROAD TYPES

- Emergency access roads for relief supplies
- Rural roads providing access to markets and services
- Primary and secondary roads connecting national infrastructure networks

COMMUNITY BENEFITS

2.4 million days of paid work for local people, mostly on roads projects

PROTECTING THE ENVIRONMENT

- Preparing environmental mitigation plans
- Replanting trees
- Careful planning of routes to protect biodiversity

WAYS WE SUPPORTED OUR PARTNERS' ROAD INFRASTRUCTURE WORK:

- Assessments
- Design
- Repair and rehabilitation
- Construction/construction supervision
- Maintenance
- Advisory services

SUSTAINABLE PROCUREMENT

“Great speed of delivery, ability to deliver with good results.”

Shoa Ehsani, Climate Neutral Strategy Officer, UNEP

With more than 30 years of specialized experience, UNOPS is a central procurement resource in the United Nations system.

In 2012, UNOPS procured more than \$740 million worth of goods and services, helping to ensure the successful and timely implementation of partners' peacebuilding, humanitarian and development projects.

UNOPS helps partners meet their needs quickly, professionally and in a way that achieves real value for money. This means more than just buying high-quality, best-value goods, works and services. Whenever possible, it means looking for ways that a procurement process can generate additional benefits for a local economy and society while minimizing adverse environmental impacts. This can be challenging when resources and budgets are tight, but in conjunction with donors and other partners we are working to include such sustainability considerations in all of our procurement.

ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

UNOPS is advancing sustainable practices in procurement in a range of ways, including for example, by ensuring that money spent on alleviating a crisis is spent in the crisis area, by procuring local labour during rebuilding.

Many projects require that environmental criteria be a factor in procurement. For example, in Ethiopia, where UNOPS is the local fund agent for the Global Fund to Fight AIDS, Tuberculosis and Malaria, the organization helps its implementing partners use only insecticides that comply with international environmental standards.

UNOPS uses the following approaches to drive sustainable procurement:

- Building long-term economic, social and environmental considerations into specifications contract documents
- Informing our partners of the environmental impacts of products
- Applying evaluation models that allow consideration of life cycle cost and total cost of ownership

- Ensuring our suppliers comply with specific conditions on child labour, sexual 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 UNEP, ILO and the International Training Centre of the ILO.

- Taking a leading role in advancing sustainable procurement practices worldwide. For example, UNOPS became a member of the advisory committee for the Sustainable Public Procurement Initiative (SPPI), which aims to help governments maximize economic, social and environmental benefits from the public procurement of goods and services. Moreover, UNOPS purchases carbon credits to offset greenhouse gas emissions.

QUALITY

UNOPS continues to make significant progress in providing partners with sustainable procurement services that meet the highest quality standards. In 2013, we were awarded the Chartered Institute of Purchasing and Supply's (CIPS) Silver Certificate in sustainable procurement. The certification demonstrates that UNOPS actively practices sustainable procurement and has sound policies, processes and procedures, as verified and monitored by one of the world's leading procurement bodies.

UNOPS employs a number of practices for assuring quality, including sourcing from suppliers who comply with quality assurance programmes, inspecting goods and work in progress, and producing quality assurance guides for items needed for development.



To have the biggest impact during project implementation, UNOPS attempts to source the goods and services needed from local communities. This helps to build skills, boost the economy, and even empower women, as in this project in Indonesia, where Dayak women weave rattan mats for sale. The mats will then be used to furnish buildings constructed by UNOPS under a Reducing Emissions from Deforestation and Forest Degradation (REDD+) initiative.

PRICE PERFORMANCE

With its global buying power and economies of scale, UNOPS enjoys considerable leverage with suppliers, and passes these cost-savings on to partners. UNOPS has established long-term agreements with vendors for many goods and services, thereby securing quick and reliable delivery and guaranteeing highly competitive prices.

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

E-PROCUREMENT

Managed by UNOPS, UN Web Buy is an electronic catalogue that consolidates volumes to gain economies of scale for partners. Subscribers can take advantage of payment options that support the fast and efficient ordering of products. In addition, UN Web Buy provides online tools to compare prices, track orders and to calculate the environmental

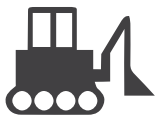
rating of a variety of products. This enables subscribers to make informed choices around sustainable options.

UN Web Buy offers a range of products to other UN organizations and partners including:

- More than 200 types of vehicles, motorcycles, heavy trucks and buses used in delivering humanitarian aid, post-disaster situations, infrastructure projects and more
- A wide variety of solar power equipment and systems to introduce alternate energy solutions
- Products such as hybrid generators and other equipment, which will be available during 2014

In June 2007, UN Secretary-General Ban Ki-moon called upon the United Nations family to become climate neutral and environmentally more sustainable. All UN organizations must take concrete measures to reduce greenhouse gas emissions, including in their vehicles. A unique UN Web Buy

IN 2012, UNOPS SUPPORTED ITS PARTNERS BY:



PROCURING
87,000
UNITS OF MACHINERY
OR EQUIPMENT



PROCURING
OR DISTRIBUTING
15,000,000
MEDICAL ITEMS

requirement is that only vehicle manufacturers having—or in the process of obtaining—ISO 14001 certification are included in the catalogue. ISO 14001 requires that businesses control activities that have an impact on the environment.

UNOPS Sustainable Procurement Practice Group continues to source products and services that promote economic, social and environmental elements of sustainability and identify manufacturers and supply chains that minimize impact on the environment and support sustainable development goals.

COORDINATED INTERNATIONAL REACH

UNOPS procures across 150 countries annually, with 72 percent of goods and services coming from developing countries or economies in transition in 2012.

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.

UNOPS collaborates with 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.

WORKING IN DIFFICULT ENVIRONMENTS

UNOPS often delivers procurement services where local capacity is limited, such as in post-disaster and peacebuilding settings. In 2012, almost 7,000 pieces of equipment were procured to improve the lives of conflict-affected communities, including medical goods, vehicles, and construction machinery. For example, in Jordan, the Government of Canada requested UNOPS support to buy dozens of vehicles, including water trucks, to help support the influx of refugees to Jordan from Syria.

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 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.

PROVIDING TRAINING IN USE AND MAINTENANCE

In order for a project to be successful, end-users need to know how to operate and maintain any equipment that is bought. All too often, development projects fall flat because a core component wears out and there is no longer a supplier available to fix it. As part of our commitment to developing national capacity and ownership, and as a central procurement resource, UNOPS often provides training in the use and maintenance of the equipment it purchases.

For example, when buying bomb detection and removal equipment for the Pakistan police with funding from the European Union, UNOPS trained 40 police officers in its use, increasing safety and fostering local ownership. Or when arranging the procurement of solar panels for administrative buildings in the Democratic Republic of the Congo, on behalf of the governments of the United States and the Netherlands, UNOPS ensured that the supplier agreed to provide Congolese technicians with training on how to use and maintain the equipment.

TECHNICAL EQUIPMENT EXPERTISE

As well as buying standard goods, UNOPS helps its partners source complex technical equipment, for example when supporting volcanic research in the Democratic Republic of the Congo for the European Commission and the Swiss Government; or when providing procurement services to climate change adaptation projects, such as purchasing satellite data and equipment to monitor the deforestation rate in Indonesia for a Reducing Emissions from Deforestation and Forest Degradation (REDD+) project, on behalf of the Government and UNDP.

CASE STUDY

Developing public procurement capacity through advisory services

UNOPS has been supporting the Government of Kenya's efforts to decentralize several public procurement processes in line with the country's new constitution. In 2012, advisors from UNOPS worked with the Government to analyse key technical and management constraints and provide capacity development advice.

The team interviewed stakeholders around the country including ministry officials, development partners, local suppliers, and youth and women's groups, using an approach based on an internationally recognized procurement benchmarking system (the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee Methodology for Assessing Procurement Systems).

During the mission, UNOPS advisors developed recommendations to further strengthen the national procurement system and held briefing sessions with the Government and its development partners. A final assessment report was distributed in early 2013.



ADVISORY SERVICES—DEVELOPING CAPACITY FOR PROCUREMENT

Putting national ownership at the heart of our operations, we support governments and public authorities to achieve operational excellence.

UNOPS offers procurement advisory services in many areas including organizational redesign, optimization of processes and systems, sustainable procurement, e-procurement solutions, benchmarking and risk analysis.

In addition, UNOPS has partnered with the Chartered Institute of Purchasing & Supply (CIPS), a not-for-profit leader in sustainable procurement, to help other organizations raise their procurement processes to the highest standards of sustainability.

UNOPS collaborates with UNEP and the International Training Centre of the ILO to offer customized training workshops to UNOPS and UN system procurers, requisitioners and policy

makers, to expand sustainable procurement within the UN and better serve people in need.

Our advisory services are designed to support gradual or transformational change. Our partnerships with national authorities allow us to better understand their needs and to scale up to respond appropriately.

In 2012, UNOPS provided management and technical advisory services directly to governments such as in the above case study.

HEALTH PROCUREMENT

Over 23 percent of the goods procured by UNOPS in 2012 were pharmaceuticals, disposable medical supplies and hospital equipment. In-house expertise in these areas ensures partners always get the most suitable and sustainable product, at the best price.

CASE STUDY

Sustainable procurement to fight diseases in Myanmar

UNOPS supports the Global Fund in Myanmar as one of two principal recipients tasked with coordinating and overseeing the implementation of \$273 million worth of grants (2011-2016). As part of this role, the organization provides a range of sustainable procurement services to deliver quality-assured health products at global market costs, develop national capacity and ensure efficiency throughout the procurement process.

As part of our focus on developing national capacity, UNOPS has provided training on implementing a logistics system to around 1,500 staff from the national programmes involved with implementation activities to fight AIDS, tuberculosis and malaria. UNOPS has also developed standard operating procedures, product catalogues and monitoring tools together with partners and in line with national treatment guidelines.

Over 200 key types of health products have been procured so far, including antiretroviral, antimalarial and antituberculosis drugs, diagnostics tests, insecticide-treated bednets, healthcare equipment, furniture and ambulances.



In 2012, UNOPS bought over 9.6 million doses of medicines in Argentina, Myanmar, and Paraguay, for a range of partners. Almost 15 million medical items were handled, including the distribution of nearly five million condoms and around two million needles.

Alongside direct health procurement services, UNOPS provided accompanying capacity development activities. For example, in Peru, when buying high-tech medical equipment for a national health insurance agency, the project trained medical staff on using the technology, as well as maintenance personnel in its upkeep.

PUBLIC PROCUREMENT TRAINING

Local government employees in Honduras and Nicaragua have received training in sustainable public procurement, as part of a water and sanitation project led by the Swiss Agency for Development and Cooperation.

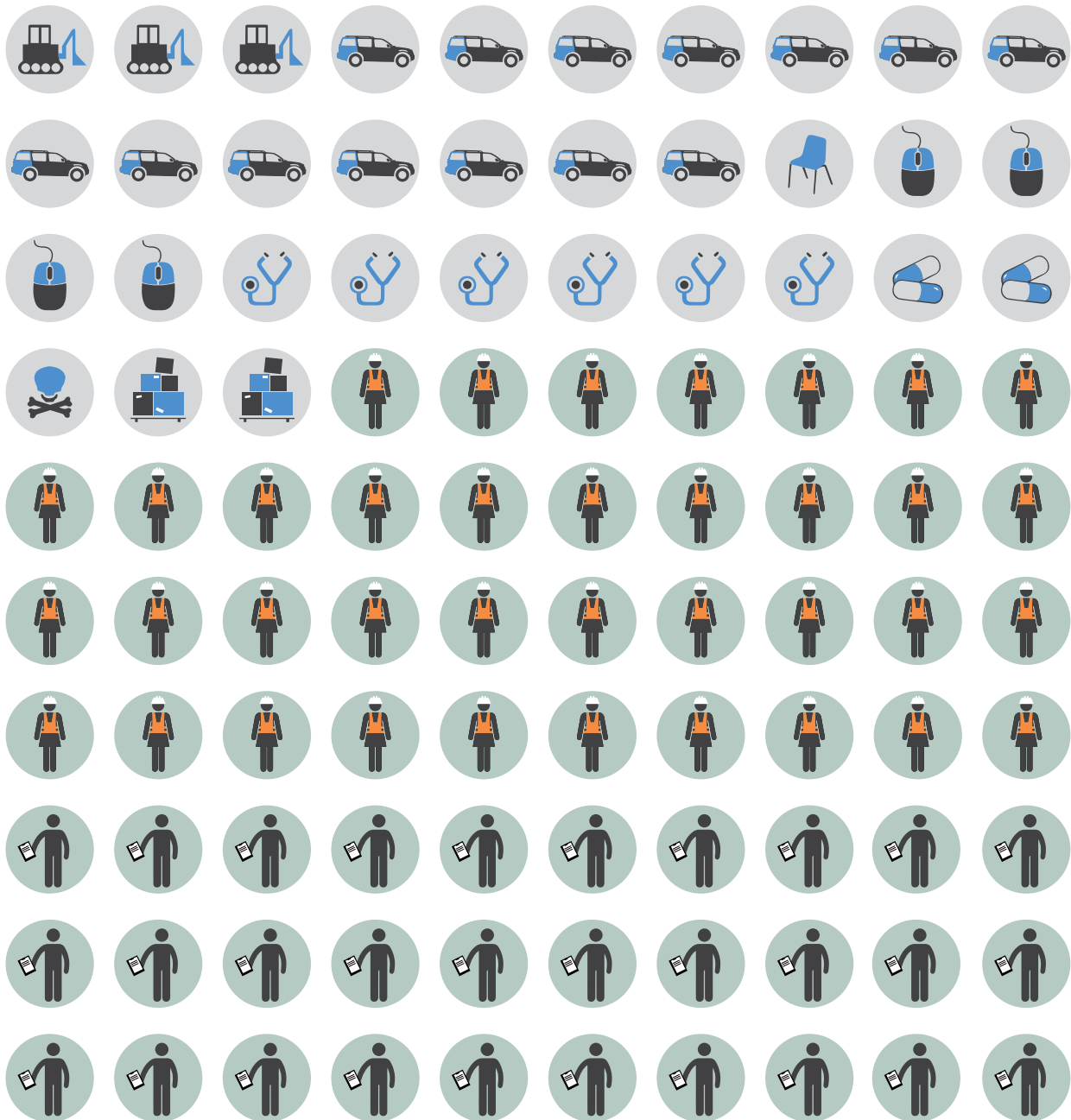
UNOPS provided technical assistance and supervision services, including strengthening the procurement capacities of a number

of municipalities in the two countries. After assessing their capacities, UNOPS created a procurement manual and developed and ran a training programme. The training focused on improving procurement effectiveness, transparency, management, legal knowledge and sustainability.

Mayor Nery Conrado Cerrato, from the Municipality of Teupasenti, in Honduras, said: "Everything we have learned will allow us to develop the core activities needed to implement any procurement process. We will be able to achieve high-quality results at reasonable cost while taking into account every recruitment procedure, providing access to relevant public information and ensuring a level playing field for suppliers."

UNOPS prides itself on its ability to advance sustainable procurement practices, and therefore better serve its partner organizations and people in need.

WHAT DID WE BUY FOR OUR PARTNERS IN 2012?



LEGEND

GOODS 33%



Construction supplies & machinery



Cars



Furniture



IT/Telecomms equipment



Medical equipment



Pharmaceuticals



Security & demining



Other

SERVICES 67%



Construction & engineering



Other

 = 1%



CASE STUDY

Hosting the Water Supply and Sanitation Collaborative Council

The Water Supply and Sanitation Collaborative Council (WSSCC) is a global multi-stakeholder partnership and membership organization whose mission is to improve access for the 2.5 billion people without safe sanitation and the 884 million people without clean drinking water.

Formerly hosted by the World Health Organization, UNOPS has been the administrative and legal host for the Geneva-based WSSCC Secretariat since 2010 and provides services such as financial management, procurement and personnel management to the organization. UNOPS also provides administrative services including duty travel, corporate liability insurance, IT management and telecommunications support.

In addition, UNOPS provides grant management services for the WSSCC's Global Sanitation Fund (GSF). In line with UNOPS standard procurement process, a local executing agency is selected in each country covered by the GSF. The executing agency then distributes the allocated amount to sub-grantees working in the sanitation field. In 2012, sub-grantees helped 1.4 million previously unserved people in GSF programme areas gain access to improved toilets.

In the photo to the left, volunteers from WSSCC partner organization Goonj, an Indian NGO, speak with girls and women about menstrual hygiene management and the links to health and sanitation. WSSCC's multi-faceted work in the country also includes implementation of the GSF programme, which aims to help improve sanitary conditions for six million Indians.



HOSTING

UNOPS broad range of administrative, transactional and logistical services makes it a strong partner to organizations that require hosting, but who wish to maintain their own profile.

We can provide solutions as comprehensive as a full service package that offers partners full legal hosting as part of UNOPS. Organizations already taking this option include the Water Supply and Sanitation Collaborative Council (see opposite page).

Another example is the Cities Alliance, a global partnership that supports cities in developing countries to enhance sustainable development and reduce poverty.

Members of the Cities Alliance include European and other donors, international organizations representing local authorities, multilateral and bilateral development organizations, developing country governments and NGOs. Since its founding, the partnership has been supported by the World Bank, including through a secretariat based in Washington, D.C. In 2013, the secretariat relocated to the UNOPS office in Brussels.

As well as the full service hosting package enjoyed by the WSSCC and the Cities Alliance, UNOPS also provides more customized transactional, administrative and logistical support services. A number of high profile partners are already taking advantage of these support services, including:

- The Global Pulse initiative of the Executive Office of the UN Secretary-General, which aims to harness today's new world of data to gain a real-time understanding of changes in human well-being
- The United Nations International Strategy for Disaster Reduction, which is the focal point in the United Nations system for the coordination of disaster risk reduction and seeks to promote a 'culture of prevention'
- The United Nations Water Inter-Agency Trust Fund, which supports UN-Water in its role as a coordination mechanism for all freshwater and sanitation related matters within the UN system
- The Scaling Up Nutrition (SUN) Movement, which unites people—including governments, civil society, the United Nations, donors, businesses and researchers—in a collective effort to improve nutrition

TRANSPARENCY

UNOPS [strategic plan 2014-2017](#) reaffirms the organization's commitment to transparency, which is essential for ensuring accountability and the efficient use of resources. We actively promote the transparency of our operations by publishing a wealth of dynamic, interactive and open information about our activities.

In addition, UNOPS continues to make a firm contribution to the wider transparency agenda. Since 2012, this has included providing technical implementation support to UNFPA and offering free use of internal open data tools to the United Kingdom Department for International Development.

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. More than 150 bilateral donors, international financial institutions, multilateral organizations and NGOs are now publishing data in this standard. 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. 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.

In 2013, UNOPS was part of consortium chosen to take over management and hosting of the IATI Secretariat, alongside UNDP, the NGO Development Initiatives, and the governments of Ghana and Sweden.

UNOPS OPEN DATA HUB

During 2012, UNOPS launched data.unops.org, an open data platform 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 large. The data is updated on a daily basis, subject to legal and practical concerns. The hub also displays interactive information about UN-wide procurement activities.



UNOPS PARTNERS

IMPLEMENTATION EXPENDITURE BY PARTNER GROUP

According to General Assembly resolution 65/176, UNOPS may act as a service provider to various actors in the development, humanitarian and peacebuilding arena, including the United Nations, governments, intergovernmental institutions, international and regional financial institutions, foundations, private sector and non-governmental organizations.

In 2012, UNOPS supported **1,025 projects worth \$977 million** on behalf of such partners and this visualization shows implementation expenditure according to partner type, as well as examples.

UN System



International Fund for Agricultural Development (IFAD)

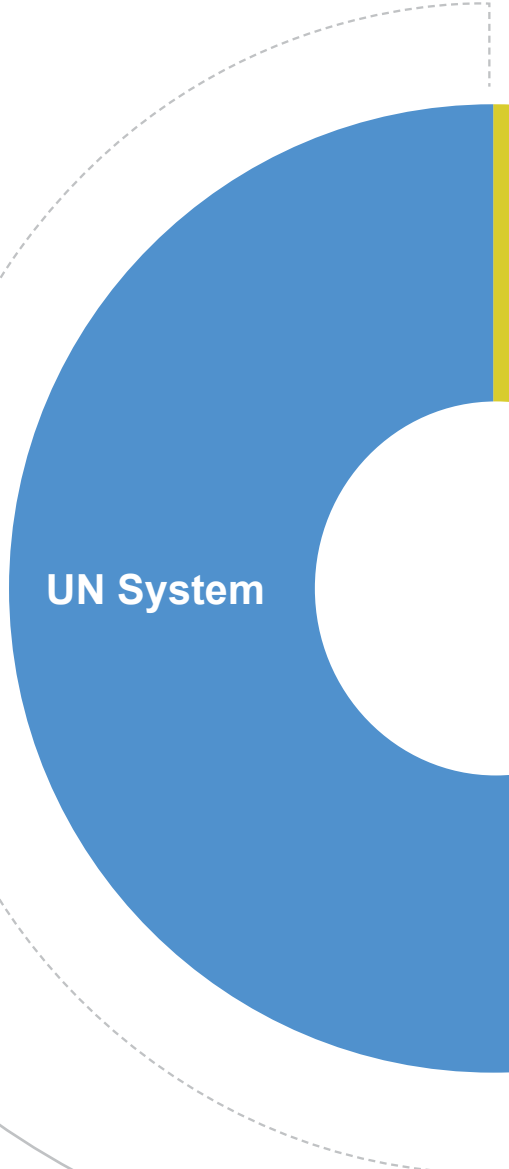
UNOPS supported the construction of 20 fishery harbours and anchorages in Sri Lanka, funded by the International Fund for Agricultural Development (IFAD), which will improve fishing facilities and generate more income for fishing communities. (Find out more on [page 14](#))

Host governments via UN management services agreements

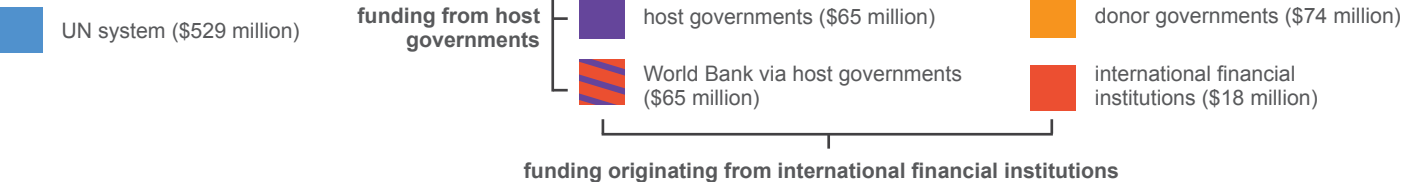


Government of Peru

UNOPS provided procurement assistance to EsSalud, a national health insurance agency, under a management services agreement with UNDP. The project bought high-tech medical equipment and trained personnel on the use and maintenance of the equipment. (Find out more on [page 24](#))



Total delivery \$977 million



Intergovernmental organizations



European Union

UNOPS constructed access roads to refugee camps in South Sudan in order maintain the flow of essential humanitarian relief items to more than 100,000 people with funding from the European Commission Directorate for Humanitarian Aid and Civil Protection. (Find out more on [page 8](#))

Donor governments



Government of Canada

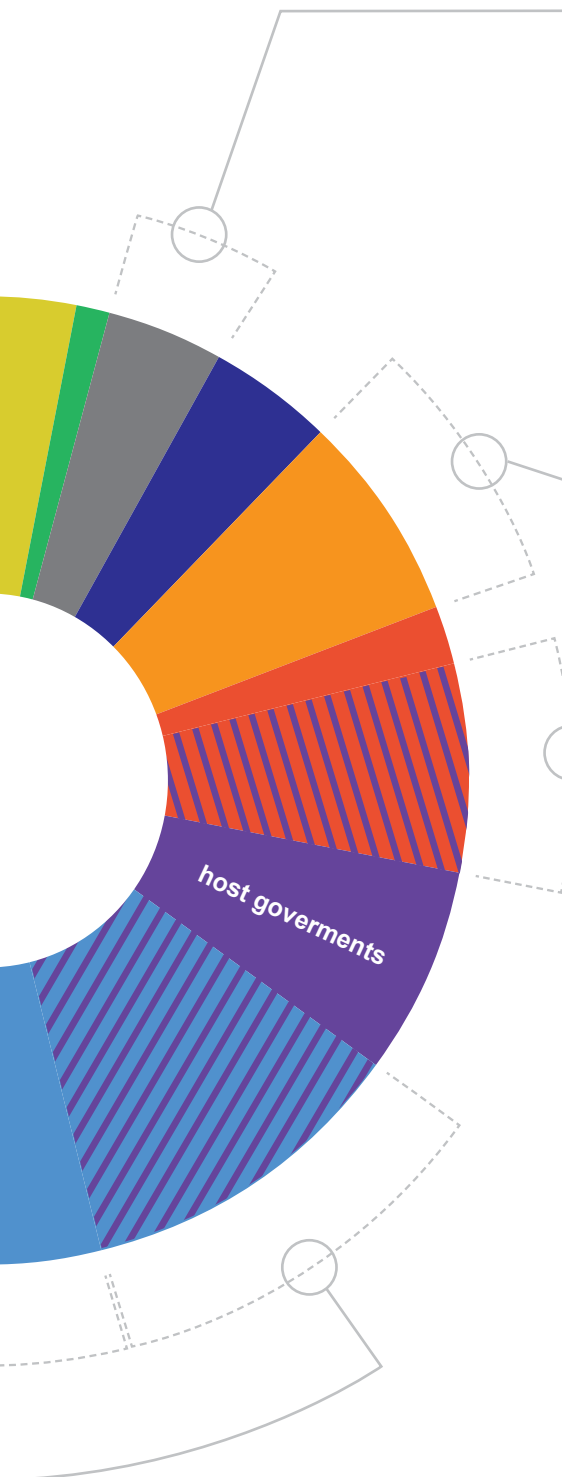
UNOPS managed the design and development of a new software system for the Palestinian Civil Police central information platform. The project was financed by the Government of Canada and will help develop the command, control and coordination of local security services. (Find out more on [page 7](#))

World Bank via host governments



Government of Afghanistan

UNOPS supported the National Emergency Rural Access Project which developed the capacity of a number of ministries in their work to improve the country's roads and bridges. The project was financed by the World Bank and in 2012 it created almost 300,000 labour days for local workers. (Find out more on [page 17](#))



trust funds (\$38 million)
intergovernmental organizations (\$38 million)

NGOs/foundations (\$10.5 million)
multilateral institutions (\$34 million)

private sector and other (\$0.4 million)

FINANCIAL HIGHLIGHTS

Statement of Financial performance for the year ended 31 December 2012 (USD '000s)

INCOME STATEMENT	31 Dec 2012
REVENUE	
Revenue from project activities	680,126
Miscellaneous revenue	3,034
TOTAL REVENUE	683,160
EXPENSES	
Salaries and benefits - staff and other personnel	245,090
Contractual services	193,262
Operational costs	238,263
TOTAL EXPENSES	676,615
Net finance income	1,631
SURPLUS FOR THE PERIOD	8,176

Statement of financial position as at 31 December 2012 (USD '000s)

BALANCE SHEET	31 Dec 2012
ASSETS	
Current assets	947,547
Non-current assets	351,383
TOTAL ASSETS	1,298,930
LIABILITIES	
Current liabilities	1,196,108
Non-current liabilities	39,890
TOTAL LIABILITIES	1,235,998
RESERVES	62,932
TOTAL LIABILITIES & RESERVES	1,298,930

No comparative figures from 2011 are shown above as these were calculated under the United Nations System Accounting Standard (UNSAS). In 2012 UNOPS adopted the International Public Sector Accounting Standard (IPSAS).

PHOTO CREDITS

inside cover: Office of the UN Resident Coordinator in Nicaragua

page 1: UNOPS/Leonie Cicirello

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page 8: UNOPS/Emilia Ruiz Martinez

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page 13: UNOPS/Liang-Thay Siek

page 14-15: UNOPS

page 16: Office of the UN Resident Coordinator in Nicaragua

page 18: UNOPS/Wolfy Bonhomme

page 21: Michael Gandareta

page 23: UNOPS/Maria Chus

page 24: UNOPS/Saw Eindani Aung

page 26: WSSCC



The mark of
responsible forestry

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SUSTAINABLE PROJECT MANAGEMENT: At the core of UNOPS competencies is a proven capacity to manage peacekeeping, humanitarian and development operations. Involved in around 1,000 projects globally each year, UNOPS ensure that quality, speed and results reach the highest standards.



SUSTAINABLE INFRASTRUCTURE: UNOPS designs, constructs, rehabilitates and maintains infrastructure in some of the most challenging environments across the globe, from roads and bridges, to schools, hospitals and other public buildings.



SUSTAINABLE PROCUREMENT: UNOPS is a central procurement resource for the United Nations system and its partners. Emphasizing efficient, transparent and cost-effective delivery of goods and services, UNOPS brings international best standards to its procurement activities.



UNOPS HQ
PO Box 2695
2100 Copenhagen
Denmark

Tel: +45 4533 5000
Fax: +45 4533 7501
Email: info@unops.org
www.unops.org