



**TOGETHER FOR A BETTER FUTURE**

PROJECT MANAGEMENT • INFRASTRUCTURE • PROCUREMENT



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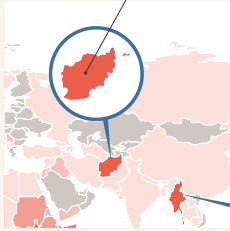
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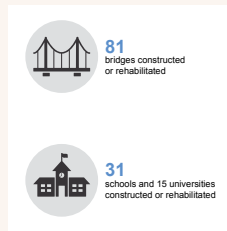


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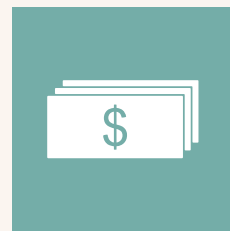
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# TOGETHER FOR A BETTER FUTURE

With vital decisions that will define the future of global development at our doorstep, it is becoming increasingly clear that the international community must explore new avenues of cooperation to ensure a sustainable future for all.

Cooperation is vital if we are to achieve results of lasting value. Operating in isolation does not provide solutions in a connected world. We must work together, with a wider range of stakeholders, if we are to achieve real, lasting change.

In this regard, I would like to extend my gratitude to the United Nations Office for Project Services (UNOPS) former Executive Director Jan Mattsson, who retired from the United Nations in May of this year. He was instrumental in creating the financial stability, clear mandate and commitment to which UNOPS embraces reform and change. The important contribution of UNOPS personnel is a key component of our progress and I would like to congratulate our colleagues working in projects all around the world.

UNOPS is an organisation that supports peacebuilding, humanitarian and development projects based on partnerships. We provide sustainable project management, infrastructure and procurement services to a wide range of organizations, including governments, donors and other members of the United Nations family.

We are committed to the formation of genuinely sustainable development goals through the post-2015 process. As an operational arm of the United Nations, we are well placed to contribute through our focus on implementation. In 2013, UNOPS supported 1,230 projects worth \$1.14 billion on behalf of our partners, helping fulfil our mission to serve people in need.

How best to build on these strong foundations is one of the central challenges of my new role as Under-Secretary-General and Executive Director of UNOPS.

Both my political career and experience in the private sector have affirmed my conviction to the principles of integrity. Consistency of actions, values and methods must play a valuable role in our approach to development assistance. In my role as Minister of Justice and Public Security for the Government of Norway, I witnessed the utmost importance of public security. UNOPS operates in some of the world's most challenging environments



*Photo: Government of Norway/Torgeir Haugaard*

and many of our 7,600 personnel work in high-risk situations. I hope to harness these experiences going forward, supporting our colleagues and partners who work in these areas, for the betterment of those in need.

The global development outlook is evolving. The scale and diversity of international resource flows to developing countries have increased rapidly over the last decade. Yet in many regions and countries, domestic resources play an increasingly important role in development finances. Foreign direct investment now represents the largest source of finance to developing countries.

UNOPS strives to stay relevant by adapting to these changes, and in helping developing countries arrange new kinds of partnerships. Alongside traditional donors, UNOPS is increasingly working with NGOs, philanthropic foundations and private-sector organizations who are committed to sustainable development goals. We are a service provider of choice to many, because we increase the effectiveness of our partners' projects. This means providing value for money and being transparent about how our partners' money is spent. Our operational and financial data is open to the public: [data.unops.org](http://data.unops.org)

The results of our work in 2013 are highlighted throughout this publication, through practical examples and case studies that demonstrate how effective development solutions can make a real difference. We support partners in the building of a better future.

A handwritten signature in black ink that reads 'Grete Faremo'. The signature is fluid and cursive, with a horizontal line underneath it.

**GRETE FAREMO**



A worker puts the finishing touches on a housing site in Haiti for those internally displaced by the 2010 earthquake. The sites feature works by local artists, such as the mosaic above.  
Photo: UNOPS/Claude-André Nadon

# WHO WE ARE

UNOPS IDENTITY IS  
ARTICULATED THROUGH ITS  
MISSION, VISION AND VALUES.

## MISSION

### SERVE PEOPLE IN NEED

UNOPS mission is 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

UNOPS vision is to advance sustainable implementation practices in development, humanitarian and peacebuilding contexts, always satisfying or surpassing partner expectations.

## VALUES

### SERVICE TO OTHERS

UNOPS values are firmly grounded in the United Nations Charter and legislative mandates of the General Assembly. They form the bedrock for the organizational culture, and are reflected in UNOPS policies, tools, products and services, and shape the behaviour of UNOPS personnel.

- **National ownership and capacity:** We respect and support national ownership and help develop national capacity. This is the foundation for sustainability.
- **Accountability for results and transparency:** We ensure our own accountability for resources entrusted to us, and for contributions we make to the sustainable results of our partners.
- **Partnerships and coordination:** We recognize that strong partnerships and effective coordination among diverse actors, including the United Nations, governments, non-governmental organizations and the private sector are crucial to efficiency and innovation.
- **Excellence:** We believe that we will add value and make strong contributions to the sustainable results of our partners only if our practices and performance are of recognized world-class standards of excellence, and are well-adapted to local conditions.

# IN 2013, UNOPS OVERALL DELIVERY WAS OVER \$1.14 BILLION, UP FROM \$977 MILLION THE YEAR BEFORE.

UNOPS is an operational arm of the United Nations, supporting the successful implementation of its partners' peacebuilding, humanitarian and development projects in over 80 countries around the world, often in some of the most challenging environments. UNOPS works with a wide range of partners, including other UN organizations, governments and donors. More than 7,000 personnel around the world support our work to help partners deliver a lasting difference to the lives of people in need.

UNOPS focus on world-class performance standards and best practices supports the organization's drive towards excellence, ensuring the logistical, technical and management expertise needed to achieve tangible results on the ground. [UNOPS Strategic Plan 2014-2017](#) provides a renewed focus for the organization in its core areas of expertise.

The strategy articulates how UNOPS can contribute operationally to its partners' objectives, in light of key trends and emerging priorities in developing countries, which include national ownership and capacity, sustainable development and development effectiveness.

## SUSTAINABILITY

Advancing the social, environmental and economic aspects of sustainability in our projects is key to our new strategy. The UNOPS sustainability programme was launched in 2013 to help us achieve our long-term sustainability goals by providing dedicated resources to support, quantify and integrate sustainability initiatives (see the '[Sustainability](#)' section to learn more about these initiatives).

## FOCUS

**Areas of support:** UNOPS is concentrating its efforts in project management, infrastructure and procurement—areas where we have a clear mandate and expertise, and more than 30 years of experience.

**Levels of support:** UNOPS tailors its support to partners, and can deliver on a key element of a project, offer expert advice, or manage entire projects or programmes.

## SERVICES

We offer three main types of services:

- **Advisory:** Developing national capacity in our core mandated areas.
- **Implementation:** Implementing partners' projects efficiently and effectively with the involvement of all stakeholders.
- **Transactional:** Providing stand-alone human resources management and procurement services.

## EXCELLENCE

Excellence drives UNOPS work. By continually improving its knowledge, skills and processes, UNOPS continues to benchmark itself against international standards. In the last year, UNOPS was awarded certifications in the following areas:

- **Project management:** UNOPS received four prestigious project management certifications from Axelos and the Project Management Institute (PMI). These certifications further the organization's position as a global leader in project management in development, humanitarian and peacebuilding contexts.
- **Infrastructure:** In 2013, UNOPS environmental management system was awarded ISO 14001 certification, which is recognized as the world's foremost environmental management standard, conferred to organizations that actively assess and manage their environmental impacts.
- **Procurement:** UNOPS was awarded a silver certificate by the Chartered Institute of Purchasing and Supply (CIPS), which recognizes that UNOPS has not only adopted policies, procedures and practices that promote sustainable procurement, but is also systematically implementing them to achieve sustainable results.

# VOICES



*Nadia Chahdoura, Communications Assistant, Tunis.  
Photo: UNOPS*



*Jiries Awad, Project Engineer, Jerusalem.  
Photo: UNOPS*

## SEEING THE FRUITS OF UNOPS LABOUR IN NORTH AFRICA

“When I visited a project helping communities improve their olive production in Morocco, an old woman told me that the olive oil she was producing had less than 0.8 percent acidity. ‘This means it is extra virgin olive oil, the best type you can find,’ she said. Seeing the light in her eyes and hearing how proud she was made me feel so motivated.

After 13 years of working at United Nations headquarters in Geneva, I decided to relocate to Tunisia. As a Swiss and Tunisian national, it made sense for me to return to my roots, while working in an environment where I could feel more connected to the projects.

I have been working for UNOPS in Tunisia for nearly two years. I find it so exciting to work in a field office, where I can see first-hand how our initiatives change the lives of communities.

One project that made a big impression on me was the Fruit Tree Programme in Morocco, implemented by UNOPS with funding from the Millennium Challenge Corporation (MCC) and in collaboration with the Government of Morocco. The project supported local agricultural production, and about 1,800 women participated in the training—a huge accomplishment. Some of my friends were surprised that I moved back to Tunisia, but I’m really happy to be here with my family and see the importance of UNOPS work.”

## BUILDING A CULTURE OF HEALTH AND SAFETY

“If UNOPS left Palestine tomorrow, I would be able to say we have really made a difference to the way infrastructure is managed here—and improved the lives of my fellow construction workers.

When I was starting at UNOPS, my boss said he wanted all of our construction sites in Palestine to follow internationally-recognized health and safety rules. I am Palestinian so I know how construction is usually done here—with people working in flip-flops.

We took a step-by-step approach to help the workers follow health and safety guidelines. We started supplying them with hard hats and protective clothing. Then we began holding ‘tool box talks’ with workers to identify potential work hazards.

In one of our recent talks, a labourer said: ‘This is the first site I have worked on where the management are not only keen to finish the work, but also want us to go back to our families safe.’

Contractors are now coming to our sites wearing their protective clothing and conducting weekly inspections. These changes lead to a better product for the Palestinian people. UNOPS has gained a great reputation in Palestine for our internationally-recognized health and safety regulations.”

# WHERE WE WORK

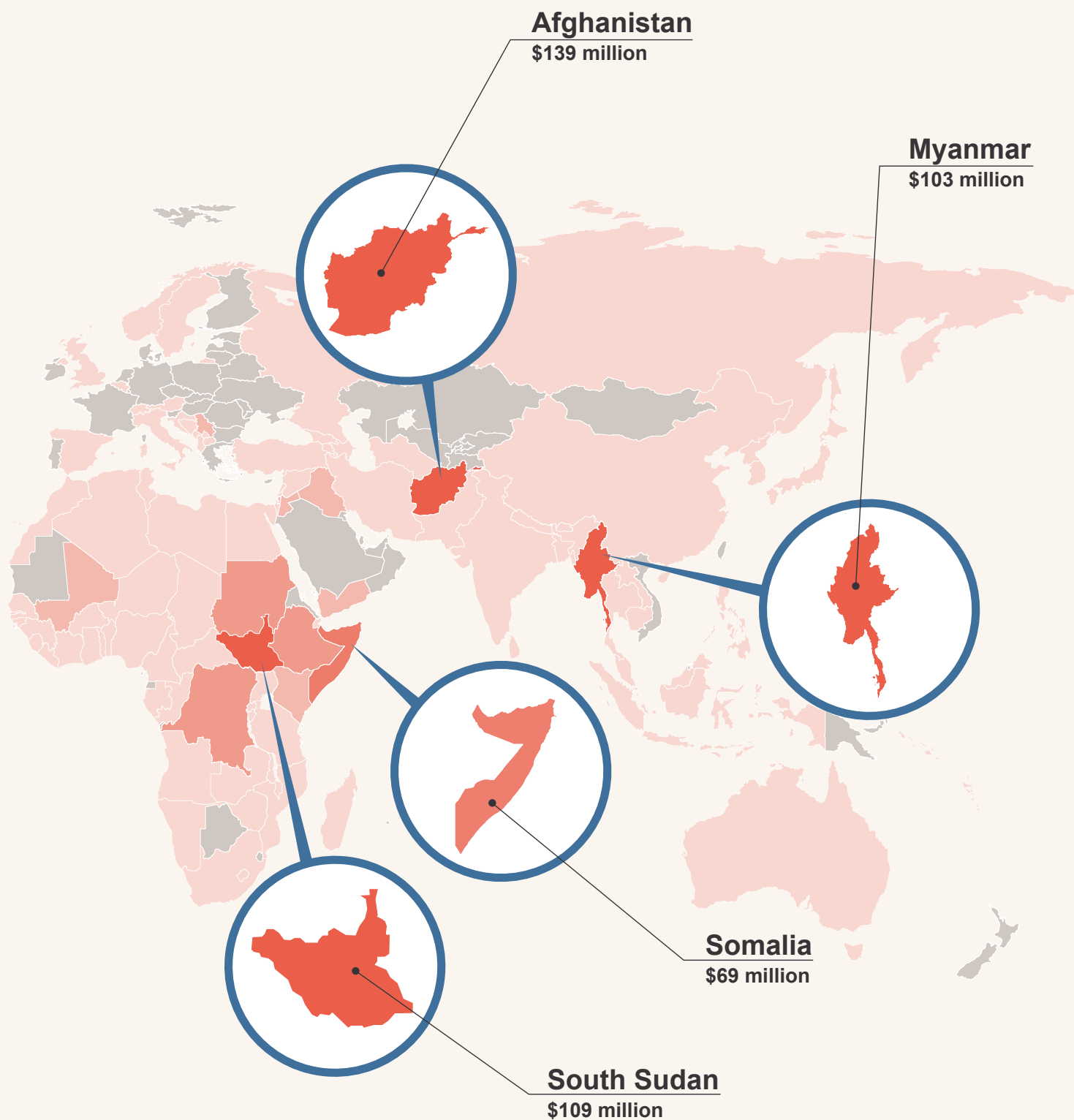
UNOPS delivers services through its global headquarters in Copenhagen, Denmark and a decentralized, flexible network of more than 30 country and partnership offices.

This map shows the volume of UNOPS operations in millions of USD across the countries and territories where UNOPS is supporting projects, as well as highlighting the top five.

**Haiti**  
\$51 million

## MAP LEGEND

- \$100 million and over
- \$50 - \$99 million
- \$20 - \$49 million
- \$10 - \$19 million
- \$9 million and under



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.

# SUSTAINABILITY

## OUR APPROACH TO SUSTAINABILITY

The success of the more than 1,000 projects that UNOPS undertakes annually will continue to be judged against time, cost and quality criteria. They will also be judged against the benefits they bring to the people we serve.

UNOPS is accountable for making informed decisions about engaging in the right projects, then taking the most appropriate approaches and implementing projects in ways that maximize benefits and minimize harm. That is why we have committed to putting sustainability considerations at the centre of all that we do.

## SUSTAINABILITY AT THE HEART OF OUR WORK

UNOPS appreciates that while we work with our partners on a variety of projects, our work is always within the context of broader development goals and ambitions. We work closely with other United Nations organizations, governments and donors to ensure that our projects effectively contribute to these wider efforts. Each project's success will be measured by the long-term benefits it brings. Our aim is to ensure that project teams not only focus on the delivery of project outputs, but palpable outcomes for people in need.

We are able to do this through the cultivation of effective partnerships. By learning more about our partners' ambitions, challenges and resources, we can develop solutions that meet real needs.

In Kosovo, UNOPS is supporting the implementation of a correctional facility funded jointly by the Government of Kosovo and the European Union. The facility contributes to the strengthening of the rule of law in the country (see the '[Sustainable Project Management](#)' section for more information).

Through extensive consultations and stakeholder engagement early in the process, UNOPS identified modifications to the original designs, which enabled an expansion of capacity by 30 percent. It also included the usage of materials and processes better suited to the local context, resulting in a more energy-efficient building with reduced pollution. The procurement strategy enabled 22 out of 26 procurement activities to be awarded to local suppliers, while UNOPS was instrumental in providing training to 132 correctional officers.

To support these collaborative efforts, UNOPS has developed and piloted a sustainability marker methodology. This approach encourages teams, along with partners, to identify gaps and dependencies in the project design. The methodology enables us to systematically identify likely project effects (positive and negative) early in the process, so that we can work with partners to best

address them. In many cases there will not be a straightforward right or wrong answer for embedding sustainability effectively, but rather the relative merits of various options will have to be considered. In this way the sustainability marker will facilitate informed decision-making.

## SUSTAINABILITY CONSIDERATIONS

Ensuring that our projects achieve their intended benefits is paramount. Guided by sustainability principles, we constantly work to find innovative ways to enhance national ownership and capacity, improve social justice and inclusion, manage environmental impact and support equitable economic growth. Many examples can be found throughout this publication.

UNOPS efforts to embed sustainability are underpinned by our organizational values. Our practices and performance meet high standards suitable to local contexts, and transfer knowledge and expertise to local communities so that these standards can be maintained and developed in the years to come.

Maintaining health and safety for people working on-site, while providing safe and efficient environmental management, are crucial elements for a successful project. UNOPS is the first organization in the United Nations system to achieve ISO 14001 certification for its environmental management system, and is now working to introduce industry standards across its country offices. This enables project managers to consider waste management, the best use of natural resources and environmental impacts throughout our work. It also allows UNOPS to introduce these standards in countries where they would not be normal practice (see the '[Sustainable Infrastructure](#)' section for more information).

## LEADING BY EXAMPLE

UNOPS commitment to sustainability is reflected across our projects. Sustainability is also embedded in our core values, informing the way we operate as an organization.

Globally, UNOPS has reduced our carbon emissions for the third year in a row and has begun to annually offset the emissions that remain, thus making us 'climate neutral'. With the support of the Government of Denmark, and together with UN partners, UN City in Copenhagen, which houses UNOPS headquarters, is the first United Nations building to receive the prestigious platinum LEED certification, thanks to its environmentally friendly design, construction, maintenance and operations.

While UNOPS encourages social justice and inclusion within its projects, it also leads by example, embracing diversity within its own workforce that reflects the



*Children play by a new network pipe installed by UNOPS, with funding from the UK's Department for International Development, in partnership with local authorities through the Darfur Urban Water Supply Project.  
Photo: UNOPS/Mohammed Ebrahim Aljack*

demographic it serves. Through this, UNOPS has begun work to advance gender parity in all locations and at all levels, and will respond to the requirements of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women.

#### **CONTRIBUTING TO A SUSTAINABLE FUTURE**

UNOPS is committed to meeting standards of excellence in its projects, in a sustainable way—one that enables communities to maintain and continue the project work

themselves, and allows benefits to reach all members of society. UNOPS supports its commitment to sustainability by: consistently making informed decisions that consider the contribution of our projects to outcomes; assessing these through the dimensions of sustainability; routinely engaging stakeholders, building capacity and conducting ourselves transparently. In these ways, UNOPS contributes to the creation of long-lasting benefits for the people we serve in the more than 80 countries where we work.



*About 1,800 women took part in training and workshops to strengthen local women's participation in agriculture activities.  
Photo: UNOPS/Nadia Chahdoura*



*The programme created 29 all-female cooperatives and strengthened a further 30 women's groups, which are now producing high-quality olive oil. Photo: UNOPS/Nadia Chahdoura*

## INCREASING OPPORTUNITIES FOR MOROCCAN FRUIT FARMERS

Low-income farming communities across Morocco have improved the quality of their fruit production, as a result of the Value Chain Development Project for Olives, Almonds and Figs, an initiative of the MCC's \$300 million Fruit Tree Programme.

Through its office in Tunis, which supports operations across North Africa, UNOPS provided training and support to the programme, which benefited more than 55,000 olive, almond and fig farmers in 23 provinces. Sustainability considerations addressed throughout the project included: developing community knowledge and skills; strengthening the participation of women and youth; installing environmental management measures; and creating a cooperative economic model.

More than 4,000 workshops were organized in 2013 to train farmers in agricultural best practices, environmental

protection techniques and new production technologies. UNOPS also supported the creation of 400 cooperatives and the establishment of groups of economic interest, linking local cooperatives with professionals able to help with the cultivation of additional skills, such as effective pricing and marketing.

In total, 6,800 young people participated in workshops and 16 youth cooperatives were created, with a further 29 planned, as part of the project's investment in the future generation.

Encouraging the greater participation of women has enabled local female farmers to grow in both their economic independence and social influence. Since participating in the training, one all-female cooperative received an award for the quality of its olive oil at the International Agriculture Fair in Meknes, Morocco.



*By adopting a sustainable approach to project management, UNOPS was able to improve the design of this high-security prison, inaugurated in December 2013, to increase capacity from 300 cells to 390. Photo: UNOPS/Brendan Keirnan*

## SUSTAINABLE PROJECT MANAGEMENT

UNOPS manages more than 1,000 projects at any one time, incorporating lessons learned from thousands of past projects to generate the best possible results for our partners and people in need.

With more than 30 years of experience working in peacebuilding, humanitarian and development contexts, UNOPS is well-positioned to provide its partners with the highest standards in quality, cost, speed and results. Every year, the organization implements around \$1 billion worth of projects, often in some of the world's most challenging environments.

Sustainability is one of UNOPS main priorities, so we aim to ensure that social, environmental and economic considerations are made in both initial project design and during implementation. Additionally, we seek to leave national governments, local authorities and communities with the skills and know-how required for maintaining products and services once projects are complete. In this way, UNOPS can help create positive, long-lasting benefits.

For example, to ensure a new high-security prison's long-term sustainability in Kosovo, UNOPS trained the facility's staff and is offering guidance on maintenance



PROJECT  
MANAGEMENT  
ASSESSMENT



PROJECT  
MANAGEMENT  
ADVICE



SUSTAINABLE  
PROJECT  
MANAGEMENT



PROJECT  
MANAGEMENT  
OFFICE



PROJECT  
SUPPORT  
SERVICES

during its first year of operations to reduce upkeep costs. UNOPS provided project management services in collaboration with the European Union and the Government of Kosovo.

### APPROACH

Our project management approach incorporates global best practices such as PRINCE2® methodology and PMI standards. These standards are tailored to the development environment, with an emphasis on:

- strong internal controls through project management tools;
- systematic stakeholder management;
- good governance;
- management of impacts and benefits.

### PRODUCTS AND SERVICES

UNOPS can provide partners with a range of advisory, implementation and transactional services in the area of sustainable project management. Whether a partner requires UNOPS to manage its full project or programme, or provide portfolio support, UNOPS is recognized for its project management expertise by leaders in the field.

In 2013, UNOPS provided over 14,600 days of advisory services. These advisory services included capacity assessments, programme and project planning, advising on project management methodologies, and helping our partners manage their project management offices.

In addition, UNOPS provides strategic implementation support and guidance, as well as project support services such as human resources, procurement and finance.

Our transactional services include administering personnel contracts, providing online training and expanding the project management skills of UNOPS partners. For example, as part of our project management support in 2013, UNOPS provided formal training to over 47,000 people. Additionally, in 2013, UNOPS supported the work of the United Nations Mine Action Service (UNMAS) and partners in 18 countries and territories around the world.

### EXEMPLIFYING GLOBAL BEST PRACTICES

UNOPS was recognized for its excellence in consulting and training services when it became the first global organization to be awarded with the four most prestigious project management certifications available. UNOPS was certified by Axelos, the group behind PRINCE2®, as an Accredited Consulting Organization and Accredited Training Organization of PRINCE2®, and by PMI as a Registered Education Provider and Registered Consultant.

### SHARING KNOWLEDGE FOR RESULTS THAT MATTER

With capacity development being one of UNOPS core objectives, we aim to expand the project management skills and knowledge of national governments, local authorities, non-governmental organizations and project management practitioners around the world.

In 2013, UNOPS organized workshops attended by nearly 1,350 people in 20 countries, including Haiti, Myanmar, Pakistan, Peru, South Sudan and Sri Lanka. In Myanmar, for example, more than 200 participants from government ministries, non-governmental organizations, UN agencies and other development organizations such as CARE attended. Participants learned how to apply UNOPS project management approach to real projects on the ground.

UNOPS also devised a new online PRINCE2® training course in 2013. Available in English, French and Spanish, the course includes best practice examples and case studies relevant to the aid and development sectors, and is designed for slower internet speeds. The tool has been adopted by multiple United Nations agencies, as well as development and government organizations in a range of countries, including Gambia, Guinea and Mali.

### CULTIVATING AN ENABLING ENVIRONMENT

UNOPS project managers are driven by the belief that better projects improve the lives of people in need. With capacity development, UNOPS prioritizes community engagement and gender mainstreaming, delivering added value to project beneficiaries. One of the best ways to ensure project success is to listen to the communities that the project will affect.

In 2013, 30 percent of the projects supported by UNOPS were working to improve gender equality and the

empowerment of women. Even in projects where gender equality outputs had not been specifically included in the original design, one in 10 project managers were able to include activities to empower women. For example, a project funded by the European Union to promote partnership between public authorities and civil society in Iraq worked to ensure that women's organizations were included in all project activities, and guaranteed women's representation in government delegations.

Similarly, our community engagement toolkit helps identify potential issues, allowing project managers to gain a better understanding of local needs, while strengthening relationships between the project and the community. This makes way for greater participation and, subsequently, local ownership.

In 2013, one-quarter of UNOPS projects included funding and donor support to engage communities during implementation. For example, a project for the sustainable management of livestock in West Africa, implemented by UNOPS on behalf of the United Nations Development Programme (UNDP), established a community steering committee to enable local communities to be fully involved in the implementation of the project.

In South Sudan, where UNOPS is providing implementation support to the United States Agency for International Development Responsive Assistance for Priority Infrastructure Development Program in Eastern Equatoria State, community assessments were conducted before the work began to map the socio-economic conditions of the community.

**“During 2013, UNOPS has once again made remarkable achievements in relation to benchmarking itself against international standards by gaining four prestigious project management certifications from Axelos, the group behind the PRINCE2® methodology, from the Project Management Institute and from others”**

**–Permanent Mission of Denmark to the UN, on behalf of Australia, Germany, Ireland, Italy, Norway, Sweden, the US from the Executive Board's annual session in June 2014**

#### **SUPPORTING PEACE AND SECURITY**

In 2013, UNOPS assisted and supported the mine-action work of UNMAS and partners in 18 countries and territories. It provided human resources management, procurement, contracting, grants management, technical and operational support, and financial and legal services. For a total value of approximately \$193 million, UNOPS helped its main partner, UNMAS, deliver a range of results, including humanitarian rapid response and technical support deployments to countries such as the Democratic Republic of the Congo, Haiti, Libya, Mali, Syria and Timor-Leste.



*Opened in September 2013, Indonesia's first Climate Communications Centre is entirely solar powered.  
Photo: UNOPS/John Girsang*

# BRINGING BORNEO INTO GLOBAL CLIMATE CHANGE CONVERSATIONS

The remote village of Buntui has become a community of climate change pioneers with the opening of Indonesia's first Climate Communications Centre.

Buntui is located in Central Kalimantan province, on the island of Borneo. Central Kalimantan is one of the poorest areas in Indonesia—nearly 40 percent of its inhabitants live in poverty. The province's wetlands are under threat from heavy logging and unsustainable agricultural practices, which significantly contribute to Indonesia's greenhouse gas emissions.

In 2012, the United Nations Educational, Scientific and Cultural Organization, the United Nations Office for Reducing Emissions from Deforestation and Forest Degradation (REDD+) coordination in Indonesia and UNOPS launched a project to build a Climate Communications Centre in Central Kalimantan to help

preserve existing forests.

The project was implemented by UNOPS with funding from the Government of Norway and opened in September 2013. The centre has created a space where local people benefit from global knowledge-sharing on climate issues, increasing their resilience to climate change.

In line with UNOPS commitment to sustainable development, the Climate Communications Centre is fully powered by solar energy and was built by local workers with local materials. UNOPS provided procurement services and technical guidance to local labourers.

Central Kalimantan is a pilot province for the REDD+ programme, a \$1 billion partnership between Indonesia and Norway to tackle climate change.



BUILDINGS



WATER AND  
WASTE MANAGEMENT



TRANSPORT  
INFRASTRUCTURE



DISASTER RISK  
REDUCTION AND  
RECOVERY

# SUSTAINABLE INFRASTRUCTURE

Investing in infrastructure is vital to securing access to services and improving the living standards of communities worldwide. As a central resource for infrastructure within the United Nations system, UNOPS facilitates and assists partners in the delivery of infrastructure to secure and drive sustainable development.

We provide technical assistance and technical delivery services throughout the whole project cycle, from feasibility studies and master planning through design, construction and operations, to maintenance, decommission and rehabilitation. From building roads in conflict-affected countries such as Afghanistan, to constructing hospitals and medical facilities in post-disaster countries such as Haiti, UNOPS operates in some of the world's most challenging environments.

## SERVICES

Combining technical expertise and local knowledge, UNOPS offers a wide range of high quality, cost-effective infrastructure services within four main infrastructure sectors:

- **Buildings:** UNOPS projects include feasibility studies and planning, as well as the design and construction of schools, hospitals, courthouses, prisons, United Nations building, and more. In 2013, UNOPS managed the construction or rehabilitation of 31 schools, 15 university facilities, 10 hospitals, 16 health clinics and seven police stations.
- **Transport infrastructure:** UNOPS supports its partners in planning for and delivering transport infrastructure, such as roads, bridges, airports and harbours. In 2013, UNOPS assisted in the construction or rehabilitation of 3,560 kilometres of road, 81 bridges, two airstrips and one harbour.
- **Power:** UNOPS can also help partners with the design, construction, installation and maintenance of vital power infrastructure, such as hydroelectric plants and electricity

networks. In the past, UNOPS has worked on power supply-related works in countries such as Iraq, Haiti, and the Democratic Republic of Congo.

- **Utilities:** Water, Sanitation and Hygiene (WASH), waste management and Information Communication Technology (ICT).

UNOPS assists partners in building and rehabilitating essential community infrastructures such as water treatment facilities, sewage systems and ICT networks. In addition to improving physical infrastructure, UNOPS projects address necessary environmental safeguarding, training and capacity development needs. In 2013, UNOPS helped deliver 44 wells, 33 water treatment plants, 20 irrigation systems and three waste management facilities.

## APPROACH

In line with the 2014-2017 Strategic Plan, UNOPS is committed to contributing to the ability of countries to build and maintain infrastructure in a way that integrates social, environmental and economic considerations.

UNOPS continuously benchmarks against external bodies and has been awarded ISO 14001 certification for its commitment to protecting the environment when managing construction sites. Our partners benefit from UNOPS commitment to meeting internationally-recognized standards and operational excellence, as well as the implementation of infrastructure projects that prioritize safety, functionality and sustainability during design and construction.

The UNOPS office in Jerusalem is the first country office to fully adopt ISO 14001, and is working to develop the capacity of local contractors in the West Bank, enabling them to meet the same standards.

## DISASTER RISK REDUCTION AND RESILIENCE

UNOPS assists partners in limiting the impacts of climate change, natural hazards and rapid urbanization by



*A team looks over plans to implement low-income housing works in Haiti to help ensure that those internally displaced by the devastating 2010 earthquake can be resettled into rehabilitated neighbourhoods. Photo: UNOPS/Claude-André Nadon*

increasing the resilience of communities through capacity development and improved infrastructure systems. Disaster risk reduction is at the core of UNOPS efforts to contribute to the United Nations goal of building a sustainable, resilient future. Well-designed, planned and properly maintained infrastructure helps protect lives and livelihoods. Working closely with local communities and national authorities, UNOPS strives to identify the best possible infrastructure sites to minimize the risk of future disasters. UNOPS also conducts structural assessments, provides technical advice on urban planning for housing and transport, and builds disaster resilient infrastructure such as schools, hospitals and roads.

#### **NATIONAL CAPACITY DEVELOPMENT**

Developing institutional capacity is an essential part in the added value that UNOPS brings when working in the infrastructure sector.

To support the development of national capacity, UNOPS hires local workers and provides on-the-job and specialized training, ensuring that the positive effects of development continue to contribute to local communities after projects are completed.

UNOPS also develops the capacity of government ministries through partnerships, direct training and advisory services. In 2013, UNOPS worked with the Government of Afghanistan to develop the ability of the Ministry of Public Works to operate and maintain its growing road system, providing more than 400 days of mentoring and on-the-job training at ministerial and provincial levels.

#### **ENGAGING LOCAL COMMUNITIES**

UNOPS works closely with local communities to ensure lasting, sustainable outcomes. We encourage local ownership by involving communities throughout the project, ensuring long-term use and maintenance of the infrastructure we build. By engaging all stakeholders, from national authorities to local families, we help create infrastructure that is truly owned by the people it serves, in line with our policy for sustainable infrastructure. For example, as part of an Italian-funded project in South Sudan to construct four schools using local labour, UNOPS trained teachers, created school vegetable gardens, held community meetings with parents to discuss gender issues, and improved girls' attendance rates through concrete interventions such as increased access to sanitary pads.

### PUTTING SUSTAINABILITY INTO PRACTICE

With social, economic, and environmental sustainability as priorities, UNOPS helps partners deliver infrastructure projects that best serve the needs of local communities. Promoting sustainable design and construction, we strive to ensure our projects are culturally and environmentally appropriate.

UNOPS experts focus on limiting environmental impacts during construction, prioritizing the use of 'green' processes and materials, sourced locally where appropriate. As part of the ISO 14001 certification, UNOPS developed an environmental management system to help project managers reduce any negative impacts and strengthen the environmental benefits of infrastructure projects.

Another priority for the organization is promoting the use of renewable energy and the sustainable use of natural resources. In Sierra Leone, for instance, UNOPS installed solar panels on three new paediatric clinics, built on behalf of the United Nations Children's Fund (UNICEF) with funding from the Government of Ireland. In Indonesia, UNOPS relied on sustainable building techniques and local materials such as bamboo to construct a climate communications centre, run entirely on solar power, through a Norwegian-funded REDD+ project.

### ADVANCING GENDER EQUALITY

UNOPS is committed to advancing gender equality and empowering women. Many of the facilities we construct specifically help girls and women receive vital education, justice and healthcare services, or offer employment and income-generating opportunities. As part of a five-year project funded by the United Kingdom, UNOPS has reopened a 304-kilometre road in the eastern Democratic Republic of the Congo, improving access to isolated communities and creating over 51,000 labour days for local women.

### PARTNERSHIPS WITH INDUSTRY LEADERS

In order to provide the highest quality of services possible, UNOPS relies on additional guidance from key partners, including pro-bono expertise from global law firm DLA Piper.

With the assistance of DLA Piper, UNOPS develops and applies infrastructure contracts in accordance with the highest industry standards, based on those of the International Federation of Consulting Engineers (FIDIC) and tailored for use in the development context. These contracts help ensure quality contractor performance, better control over the construction process and reduced risk for partners. For large-scale and more complicated infrastructure projects, UNOPS often collaborates with Arup, benefitting from the organization's internal expertise in sustainability, climate change and disaster response and resilience.

**“Our satisfaction with the overall project and with UNOPS performance has encouraged us to recommend UNOPS to other agencies, and to pursue joint projects in which UNOPS could support UNDP Brazil with cost-effective and quality delivery projects. We believe that this project can serve as an example of UN Delivering as One globally and, chiefly, it can present UNOPS with a platform to expand its operations in Brazil.” –Arnaud Peral, Deputy Resident Representative, UNDP Brazil**



*Bon Repos Community Hospital was constructed using earthquake- and cyclone-resistant materials.  
Photo: UNOPS/Annick Kaze*

## STRENGTHENING HAITI'S HEALTH CARE SYSTEM

An agreement between the Governments of Haiti, Brazil and Cuba is supporting Haiti's sustainable development following the devastating earthquake in 2010.

Under the agreement, UNOPS has managed the construction and equipping of three community hospitals, one rehabilitation centre and one orthosis and prosthesis laboratory in Haiti, on behalf of UNDP, with funding from the Brazilian Ministry of Health.

The community hospitals will provide four basic services: surgery, maternity, paediatric and internal medicine, in addition to other services such as radiology and intensive care.

The buildings are sustainably designed, constructed to be earthquake- and cyclone-resistant, and incorporate environmentally-friendly infrastructure such as rainwater harvesting systems.

The project created approximately 40,000 days of paid work for local workers. UNOPS coordinated training for both medical and maintenance staff on the new medical equipment, as well as an awareness-raising campaign for the local population, which helped strengthen local capacity and community acceptance of the project.

The project is a leading example of South-South Cooperation.



*With sustainability a key focus of our procurement practices, UNOPS promotes the purchase of solar-power equipment for construction projects whenever possible. Photo: UNOPS/John Girsang*

## SUSTAINABLE PROCUREMENT

UNOPS is a central procurement resource for the United Nations system and its partners. With over 30 years of specialized experience and an emphasis on efficient, transparent, cost-effective and sustainable delivery of goods and services, we are a provider of choice.

We procure around \$800 million worth of high-quality goods and services each year, on behalf of partners who benefit from our highly competitive prices, in-depth knowledge of global procurement, supply chain experience in disaster and emergency response, and international reach. Our global buying power and long-term agreements give us considerable leverage with suppliers, and assure cost savings and value for partners.

In 2013, UNOPS procured more than 19,000 units of machinery and equipment, and over 4,000 vehicles. We also procured over 11 million doses of drugs, used largely to support our partners in the fight against HIV/AIDS, tuberculosis and malaria in Cambodia and Myanmar, but also in Argentina and Paraguay. We provided technical support, training and certification, and advised partner governments on how to improve their procurement systems.

### SERVICES

Our services are structured along five areas, ranging from procurement agent services, specialized technical procurement support for programme implementation, procurement assessments, training and certification and advisory services. Our main procurement services include:

- **Procurement agent services:** These services range from single purchases to holistic management of the

supply chain. Our market knowledge allows us to rapidly mobilize operations where local capacity is strained, such as relief and recovery operations in post-disaster settings. UNOPS procurement services can be customized for the situation, whether this means a one-time purchase or a full supply management service.

In addition, UNOPS has over a decade of proven e-sourcing experience, procuring according to defined compliance standards with a strong customer focus. We allow partners to avoid time-consuming tendering and sourcing activities while reducing costs through economies of scale through our electronic catalogue, UN Web Buy. The catalogue allows instant global access to a range of goods for purchase. The catalogue features more than 900 products, including vehicles, generators and a wide variety of solar power equipment.

From procuring education equipment in South Sudan to purchasing 16,000 cholera kits through the Central Emergency Response Fund in Haiti, we deliver effective procurement agent services adapted to project needs and realities.

- **Specialized procurement support:** Our specialized technical support is critical for the successful implementation of large-scale projects and complex supply chains. This service includes a holistic approach to procurement of health sector goods, systems and services, providing procurement expertise for public infrastructure projects, drafting specifications for engineering projects, and designing supply chain strategies to cover procurement, contracting, transportation, customs, inventory management, delivery and disposal. For example, in a multi-donor project, UNOPS has been supporting the Government



PROCUREMENT  
AGENT  
SERVICES



SPECIALIZED  
PROCUREMENT  
SUPPORT



PROCUREMENT  
ASSESSMENTS



TRAINING AND  
CERTIFICATION



PROCUREMENT  
ADVISORY  
SERVICES

of Kosovo with the implementation of its Population and Housing Census and Agriculture Census by contracting goods, works and services, as well as producing census forms and publications.

- **Procurement assessments:** UNOPS provides a range of procurement and supply chain assessments to help partners understand their procurement needs, current capacity and performance, and improvement areas. To best serve our partners, we offer a set of distinct assessments, ranging from procurement system assessments aimed at the national level (e.g. policy framework and implementation, regulations, procurement policy and processes, quality assurance) to procurement efficiency analyses of particular entities. Such assessments are a critical first step in developing procurement capacity. In 2013, we worked together with several countries on procurement assessments, providing insight and guidance on both general and sector specific procurement challenges.

- **Training and certification:** UNOPS offers a range of procurement training and certifications suited to the varied needs of our partners. We collaborate with the United Nations Environment Programme (UNEP) and the International Labour Organization (ILO) to offer customized workshops in sustainable procurement to procurers, requisitioners, policy makers and government and donor officials, within and beyond the United Nations system.

We also offer operational procurement trainings. In Honduras and Nicaragua for example, UNOPS provided nearly 60 local government employees with in-depth procurement training as part of our support to water, sanitation and hygiene projects in small cities and schools, funded by the Swiss Agency for Development and Cooperation. Our wide range of procurement training and certification is suited to the varied needs of our partners.

- **Advisory services:** In 2013, UNOPS expanded its procurement advisory services in response to growing demands from partners to help governments strengthen their public procurement capacity. We address key challenges in public procurement in order to help our partners increase the impact achieved with public

funds. Within this field, UNOPS procurement advisory services cover strategy and policy review, optimization of processes and systems, skills analysis and organizational redesign, as well as institutional capacity development. In 2013, UNOPS provided 2,725 days of advisory services in procurement for partners in various countries.

#### HOSTING THE UN GLOBAL MARKETPLACE (UNGM)

In 2013, UNOPS rebuilt the United Nations Global Marketplace (UNGM), which acts as a single portal where potential suppliers can register with United Nations organizations. In 2013, the UN organizations participating in the UNGM accounted for more than 99 percent of total UN procurement spending of \$16.1 billion.

#### APPROACH

Partners choose to draw on UNOPS procurement services as they know they can rely on our world-class practice. Our four procurement principles assure competition, fairness, transparency, integrity and best value for money:

- **Effective competition:** We focus on equal access of suppliers from developing countries and countries with economies in transition and ensure competitiveness in our processes.
- **Fairness, integrity and transparency:** We procure along clear and appropriate regulations, rules, processes, procedures and standards, and engage with all stakeholders on an equal and transparent basis.
- **Best interest of UNOPS and its partners:** We procure with the ultimate objective of fulfilling partner goals in compliance with applicable procurement procedures.
- **Best value for money:** We emphasize the optimum combination of quality and cost of a purchase, its fitness for purpose and consider life-cycle costing.

#### SUSTAINABLE PROCUREMENT

UNOPS goal is to make sustainability an integral part of all its procurement practices. Procurement is sustainable when it integrates requirements and criteria that promote social progress, economic development and the protection of the environment. Sustainable procurement

can mean considering the fuel efficiency of vehicles, purchasing stationery made of recycled paper, or buying from women-owned or minority-owned businesses.

National capacity development is fundamental to ensuring sustainability. UNOPS strives to hire local workers and help public bodies develop their capacity in the transparent, accountable, efficient and high-quality procurement of goods and services.

UNOPS purchases certified emission reduction units to offset greenhouse gas emissions, and also provides the service to procure certified emission reduction units to other United Nations organizations, e.g. UNEP.

We are part of the advisory committee for the 10 Year Framework Programme on Sustainable Public Procurement, which aims to help governments maximize sustainability benefits in procurement. In cooperation with a range of partners, UNOPS is also helping to develop tools, resources and knowledge to expand sustainable procurement within the United Nations system.

UNOPS can support partners in advancing sustainable procurement by:

- assisting partners in developing sustainable procurement strategies;
- providing trainings and in-depth workshops on sustainable procurement practices;
- building long-term economic, social and environmental considerations into solicitation and contract documents, assisting with writing specifications that include sustainability criteria and considering life-cycle costs and the total cost of ownership;
- informing partners of the environmental impacts of products;
- purchasing carbon credits to offset greenhouse gas emissions;
- informing and encouraging suppliers to comply with conditions on child labour, exploitation and workers' rights.

#### INDUSTRY STANDARDS AND OPERATIONAL EXCELLENCE

In 2013, UNOPS was awarded a silver certificate in sustainable procurement by CIPS. This certification recognizes that UNOPS has not only adopted policies, procedures and practices that promote sustainable procurement, but is also systematically implementing them to achieve sustainable results. We also received a CIPS certification for our procurement policies and procedures, cementing our status as a leading body in procurement.

**“UNOPS has not only established its position as a strong partner, but has also shown leadership when working on procurement assignments in humanitarian and conflict-affected situations and countries such as Syria, South Sudan and Somalia.” –Permanent Mission of Denmark to the UN, on behalf of Australia, Germany, Ireland, Italy, Norway, Sweden and the US**

We procure according to the strong financial regulations and world class procedures outlined in our Procurement Manual, which has been designed to improve the sustainability, efficiency, flexibility and speed of our processes while adhering to our procurement principles.

UNOPS carefully selects suppliers through competitive bidding based on their capacity, adherence to ethical standards and financial health, continuously evaluating them and performing rigorous quality checks. We only work with suppliers that comply with our procurement policies and procedures and share our respect for fundamental human rights, social justice, human dignity and equality, as enshrined in the Charter of the United Nations and the United Nations Supplier Code of Conduct.

#### OUTREACH AND KNOWLEDGE DEVELOPMENT

We also contribute to the body of knowledge in sustainable procurement and supply chain management through joint research projects with leading academic and professional institutions. This includes the yearly production of the Annual Statistical Report on United Nations Procurement and its thematic supplement, as well as original research published in international journals. In addition, UNOPS encourages suppliers to support the United Nations Global Compact, which promotes corporate social responsibility, particularly in the areas of human rights, labour, environment and anti-corruption.



*UNOPS procured almost 3,000 motorbikes in 2013 for agricultural use in Ethiopia. Photo: UNOPS*

## SUSTAINABLE PROCUREMENT FOR AFRICAN GOVERNMENTS

UNOPS country offices in Africa provide a shared knowledge base and ensure that best practices are disseminated across the region. UNOPS helps governments procure the goods and services they need in a timely and cost-effective way.

In Sierra Leone, for example, UNOPS is overseeing the construction of three solar-powered paediatric clinics and the procurement of medical and solar equipment, on behalf of the UNICEF and in consultation with the Ministry of Health. Funded by the Government of Ireland, this \$1.4 million project aims to strengthen medical services for children.

In 2013, over \$18 million worth of goods and services were procured for initiatives in Ethiopia, including the purchase of 175 vehicles and nearly 3,000 motorcycles

to enhance agricultural productivity. UNOPS partnered with the Ministry of Agriculture, the Development Bank of Ethiopia and the Agricultural Transformation Agency for the project, which was funded by the Government, the World Bank and the International Fund for Agricultural Development.

UNOPS promotes sustainable procurement practices through integrating long-term environmental, economic and social considerations into contracts, ensuring suppliers uphold workers' rights and partnering with other United Nations bodies to develop sustainable procurement training tools. UNOPS is recognized by partners for its expertise and success in delivering complex, multi-sectoral programmes in post-conflict and development environments across Africa.

# KEY RESULTS 2013

UNOPS provides implementation, advisory and transactional services that support partners around the world in the delivery of tangible benefits to people in need, often in challenging environments.

The figures below show an aggregate of key operational results completed on behalf of partners around the world in 2013.



**3,560 km**  
of roads constructed  
or rehabilitated



**81**  
bridges constructed  
or rehabilitated



more than  
**2.5 million**  
labour days created for  
beneficiaries



**31**  
schools and 15 universities  
constructed or rehabilitated



**10**  
hospitals, 16 health clinics  
and seven laboratories  
constructed or rehabilitated



**7**  
police stations and seven  
prisons constructed or  
rehabilitated

In 2013, UNOPS delivery was \$1.14 billion, up from \$977 million in 2012, with new engagements reaching a record \$1.96 billion, up from \$1.35 billion. This increase is mainly attributable to a scaling-up of UNOPS support to operations in Afghanistan, Haiti, Myanmar, Somalia and Yemen, as well as increased work with partners

responding to the crises in Mali and Syria. The largest countries of delivery were Afghanistan, South Sudan, Myanmar, Somalia and Haiti. Delivery in low-income countries and conflict-affected countries continued to increase, up to 62 percent of total delivery.



more than  
**\$749 million**  
worth of goods and  
services procured



**18**  
countries supported with  
environmental management



more than  
**47,000**  
people trained



more than  
**4,000**  
vehicles procured



more than  
**11.3 million**  
doses of medicine procured  
or distributed



more than  
**14,600 days**  
of advisory services provided

# BUILDING PARTNERSHIPS FOR SUSTAINABLE RESULTS

We believe that strong partnerships and effective coordination among diverse organizations are crucial to efficiency and innovation. According to United Nations General Assembly resolution 65/176, UNOPS may act as a service provider to various actors, including the United Nations, governments, intergovernmental institutions, international and regional financial institutions, foundations, the private sector and non-governmental organizations. UNOPS is therefore focused on strengthening partnerships with these actors.

Some of our largest partnerships in 2013 were with UNDP, the Department for Peacekeeping Operations, the Governments of Afghanistan and Japan (see the [‘Who We Work With’](#) section for more information), the World Bank, the European Union, and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

UNOPS role as a service provider means that our partners’ priorities and needs dictate the scope, focus and location of our work. Our services are centred around our core-mandated areas and are tailored to meet short- and long-term requirements—from implementing complex projects aimed at addressing temporary capacity gaps to running institutional capacity development initiatives to support sustainable development.

## COORDINATED OUTREACH, SPECIALIZED KNOWLEDGE

Partnerships Practice Group is developing partner management teams to ensure a consistent, structured and successful approach to engaging with key partners. The main purpose of these teams is to add more value to the services we provide to partners, countries and beneficiaries by enhancing collaboration across the globe, fostering the exchange of ideas and methods, and promoting best practices across teams and projects. To support these teams, UNOPS has partnerships offices in Brussels, Copenhagen, Geneva, Nairobi, New York and Washington, DC, all of which are in close proximity to a wide range of key partners, complementing the reach of our country offices.

## HELPING PARTNERS SUCCEED

UNOPS is able to work in some of the most hard-to-reach areas, despite considerable operational challenges. We deliver timely, innovative and context-specific services that strengthen national priorities, and programmes for long-term development impact.

UNOPS ensures extensive consultations with national, regional and local authorities, beneficiaries and other

members of the community when implementing partners’ projects, helping to ensure that community needs are met and the impact and sustainability of these projects are maximized.

## INSTITUTIONAL CAPACITY DEVELOPMENT

Public-sector organizations in developing countries must contend with critical demands on limited public resources. UNOPS management advisory services support governments in creating better-performing institutions, and more productive national infrastructure and procurement through better governance and institutional capacity within UNOPS core mandated areas.

Our institutional capacity development approaches are complimented by UNOPS operational excellence. We offer support to public-sector leaders, their staff and constituencies, so that they can design and deliver public goods and services that lead to better, more sustainable outcomes.

UNOPS is currently strengthening institutional capacity in Latin America, Africa, Asia, Europe and the Middle East. For example, we have advised the Panama Social Security Administration in public procurement, developed national road design standards in South Sudan, assessed the productivity of transport, energy and water infrastructure in the West Bank.

## ADVANCING SUSTAINABILITY

While we continue to support achievement of the Millennium Development Goals, UNOPS partnerships are increasingly framed by the post-2015 sustainable development agenda. These activities are in line with our strategic plan and areas of focus, while supporting our efforts to promote social, economic and environmental sustainability, national capacity development, knowledge transfer and South-South Cooperation.

One of the aims of the proposed Sustainable Development Goals is to promote a “global partnership for sustainable development with the active engagement of governments, as well as civil society, the private sector, and the United Nations system” (Outcome Document—Open Working Group on Sustainable Development Goals). UNOPS is working with partners to promote



*A ceremony marks the beginning of a two-year partnership between Japan, Afghanistan and UNOPS to reconstruct the computer science building of Kabul University and procure 10 buses for transporting university staff and students.  
Photo: UNOPS/Jacquelyn Topacio*

sustainability in a range of ways, from incorporating sustainability considerations directly into partners' projects to implementing joint initiatives for governments and other stakeholders, turning sustainability into tangible outcomes.

We are also developing knowledge partnerships, helping to strengthen our core areas, and ensure leadership and innovation in targeted areas of sustainability. This includes promoting PRINCE2® and PMI standards, partnering with infrastructure leaders Arup and DLA Piper, and collaborating with the CIPS, UNEP and the training arm of the International Labour Organization to advance sustainable procurement. In addition to directly supporting UNOPS projects, these partnerships provide us with access to international best practices and enhance the quality of UNOPS services through knowledge sharing, secondment of personnel, training and qualification programmes and organizational certification.

#### **PROMOTING DEVELOPMENT EFFECTIVENESS**

UNOPS has strong governing systems and tools in place that promote effective partnerships for sustainable development. We are committed to operating in a transparent and accountable manner, and to communicating openly and clearly with all stakeholders in order to build trust between the organization and its member states, partners and the general public. Governments have always been a

central partner of UNOPS and the entire United Nations family. In line with global development effectiveness goals, UNOPS is increasing its work with national governments, with a focus on capacity development within our core-mandated areas. As a member of United Nations country teams, UNOPS is engaged in the United Nations Development Assistance Framework process to ensure that its contributions are in line with national priorities.

Our work with United Nations bodies is also consistent with the 2012 Quadrennial Comprehensive Policy Review, which established a framework to enhance the coherence and efficiency of United Nations development work at all levels.

In addition, UNOPS has a range of transparency initiatives that are in line with the Busan Global Partnership for Effective Development Cooperation as well as our commitments as a public body. UNOPS has been recognized for its leadership in transparency, being the first United Nations body to publish comprehensive details on its operations in compliance with the standards of the International Aid Transparency Initiative (IATI). All information about the partners that UNOPS works with, the volume and content of the contracts signed, and the goals and progress of projects can be accessed via our detailed transparency portal, [data.unops.org](http://data.unops.org).



*In partnership with the Global Fund, UNOPS has procured \$14 million worth of antiretroviral, antimalarial and antitubercular medications. Photo: The Global Fund/John Rae*



*In an example of national capacity development, 1,500 staff from the national programmes to fight malaria, tuberculosis and HIV/AIDS were trained to implement a new logistics system. Photo: The Global Fund/John Rae*

# FIGHTING DISEASE WITH THE GLOBAL FUND: BEYOND MEDICINE IN MYANMAR

UNOPS has procured \$26 million worth of health products in Myanmar, in partnership with the Global Fund and the Government of Myanmar. The organization's sustainable procurement services are strengthening national capacity, and ensuring efficiency and transparency throughout the procurement process.

The Global Fund is a main source of financing for programmes fighting HIV/AIDS, tuberculosis and malaria worldwide. In 2013, approximately 216,000 people in Myanmar were living with HIV and more than 290,000 people were suffering from tuberculosis. More than 632,000 cases of malaria are reported per year.

To combat these diseases, UNOPS partnered with the

Global Fund as one of two principal recipients tasked with overseeing the implementation of \$273 million worth of grants over six years (2011-2016).

UNOPS has since procured \$14 million worth of pharmaceuticals and \$12 million worth of other health products in Myanmar, including antiretroviral, antimalarial and antitubercular medications, diagnostics tests and healthcare equipment. UNOPS also renovated central and regional storage facilities.

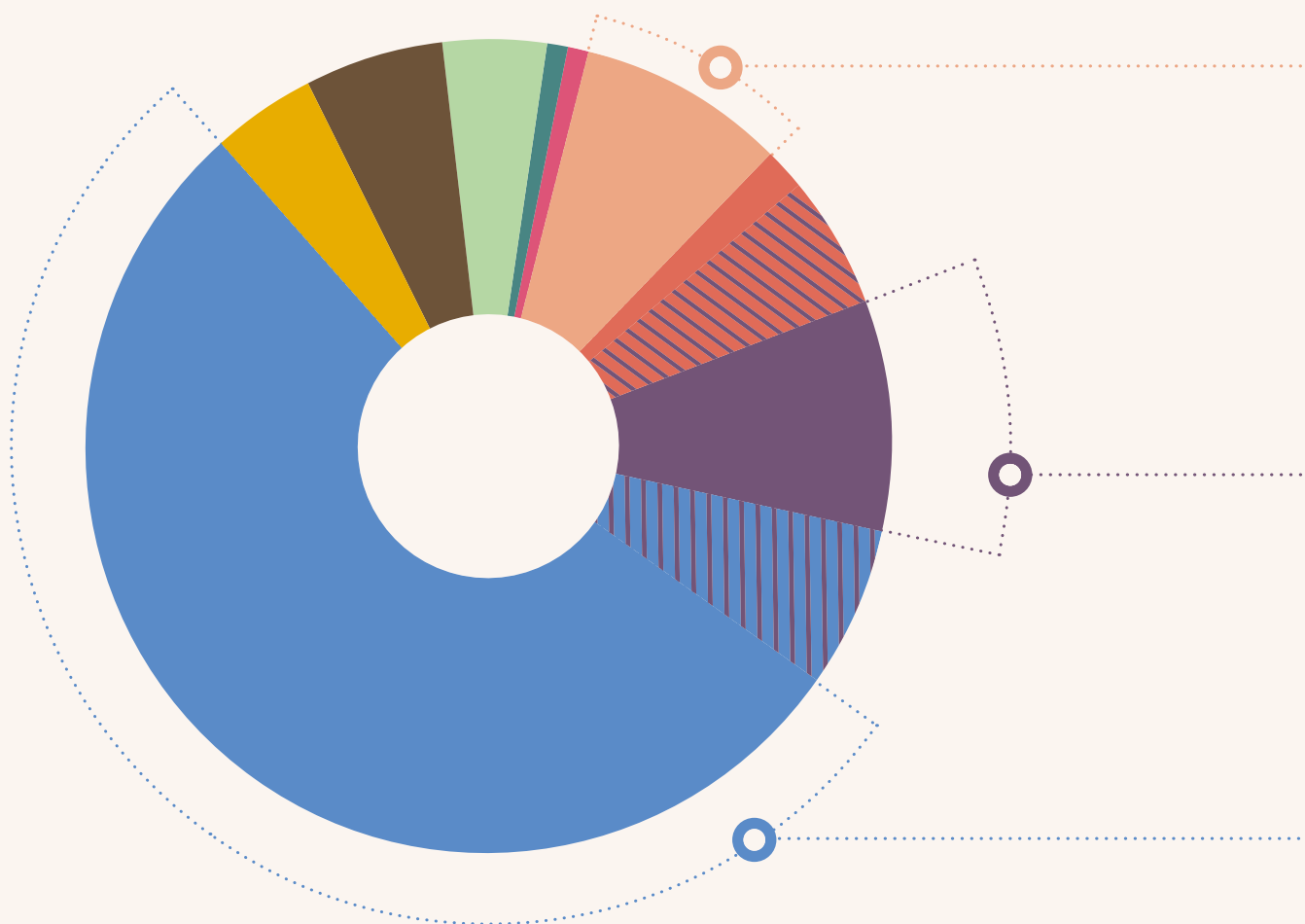
In addition, UNOPS provided training on a new logistics management information system to 1,500 staff from national programmes in charge of fighting the diseases, supporting UNOPS focus on developing national capacity.

# WHO WE WORK WITH

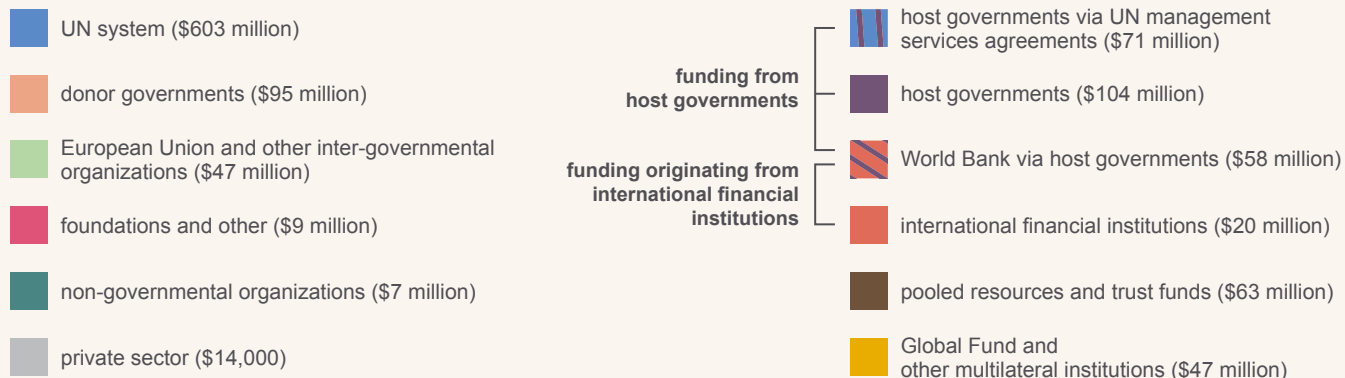
## IMPLEMENTATION EXPENDITURE BY PARTNER GROUP

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, inter-governmental institutions, international and regional financial institutions, foundations, private sector and non-governmental organizations (NGOs).

In 2013, UNOPS supported more than 1,000 projects worth \$1.14 billion on behalf of such partners and this visualization shows implementation expenditure according to partner type.



## TOTAL DELIVERY \$1.14 BILLION





## PARTNERING WITH JAPAN TO IMPROVE ACCESS TO SERVICES

The Government of Japan was the largest donor government for projects delivered by UNOPS in 2013, in some of the most challenging environments. With funding from Japan, UNOPS is implementing a project to improve emergency response services for Syrian refugees and affected communities in Jordan. Through a road-building project in South Sudan, humanitarian organizations have been enabled to deliver services to 115,000 refugees.

In addition, Japanese-funded projects utilizing UNOPS implementation expertise help the Government of Afghanistan provide quality services across the country. In the city of Chaghcharan, Ghor Hospital is being renovated to improve access to health services for people in remote areas. Activities

include the construction of a three-story inpatient and emergency building, equipped with a central heating system. Also in Chaghcharan, over 10 kilometres of roads have been constructed. Solar-powered streetlights were installed on the roads—a sustainable, environmentally friendly approach that requires significantly lower maintenance costs compared with conventional streetlights. In addition, the 15-kilometre Kabul North International Airport Road is being renovated, helping to alleviate heavy congestion and improve access to markets and facilities for rapidly increasing urban populations. Bamyán Airport is also being upgraded, in compliance with international safety standards. The improvements will help provide safe, alternative means of transportation in a region where road travel is difficult.



## SUSTAINABLE PROCUREMENT FOR THE ETHIOPIAN GOVERNMENT

UNOPS is supporting the Ethiopian Government efforts to extend health coverage to remote locations throughout the country, and reduce mother and child mortality through the procurement of over 450 ambulances.

UNOPS also provides support to enhance agricultural productivity and development through the procurement of locally sourced vehicles in Ethiopia, in partnership with the Government and other development partners.



## ADVANCING SUSTAINABILITY AND DEVELOPING NATIONAL CAPACITY WITH UNEP

UNEP and UNOPS have fostered an active partnership in recent years, which has been highlighted by complementary support and expertise in sustainable procurement, sustainable infrastructure, and environmental and watershed management. UNOPS specifically supports this partnership by developing joint projects, providing implementation and transactional services, and actively contributing to UNEP-led inter-agency initiatives, such as the Environment Management Group and the 10 Year Framework of Programmes on Sustainable Consumption and Production.

In a project commissioned by the Government of Peru and under the supervision of UNEP, UNOPS conducted a technical study to help improve the sustainable management of the Apurimac river basin.

The goals, progress and results of the project were communicated through meetings and workshops with local community members and authorities involved, as well as through flyers, and local radio and television campaigns.

These activities helped the project team raise awareness, better understand local needs, build trust and promote local ownership. In addition, a survey measuring the impact of the awareness raising activities revealed that over 90 percent of the community members covered by the project accessed information on the study. The results are helping the Government make strategic decisions on other initiatives related to sustainable water management, such as an irrigation project supporting agricultural exportation.



*A tuberculosis doctor works in the German Medical Diagnostics Centre in Kabul, Afghanistan.  
Photo: Stop TB Partnership/Riccardo Venturi*



*A patient receives tuberculosis medication in Lima, Peru as part of the Stop TB Partnership's campaign in the country.  
Photo: Stop TB Partnership/Carlos Cazalis*

## HOSTING OUR DEVELOPMENT PARTNERS

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 substantive identity. We can provide a wide range of solutions, from one-off administrative support to a full-service package that includes the provision of secretariat personnel and related management support services.

An example of this arrangement is with the Stop TB Partnership. In July 2014, the Partnership's Coordinating Board selected UNOPS as its new host and administrator, establishing a close working relationship between the two organizations as they fulfil their respective mandates. The arrangement allows UNOPS to benefit from working with a leader and authority in the fight against tuberculosis, while the Stop TB Partnership will benefit from transactional expertise in UNOPS mandated areas (see the '[Who We Are](#)' section for more information).

Set to begin in early 2015, the hosting arrangement will focus on providing human resources, procurement, contracting and other administrative services for the Partnership's Secretariat in Geneva, through a dedicated UNOPS team. The arrangement will give the Stop TB Partnership the independence it needs to focus on programme delivery.

The Stop TB Partnership leads the global advocacy campaign to raise awareness, funds and action against

tuberculosis, coordinating this effort among more than 1,000 partner organizations. The partnership's mission is to serve every person who is vulnerable to TB and ensure that high-quality treatment is available to all who need it.

Stop TB Partnership's partners include international and technical organizations, government programmes, research and funding agencies, foundations, NGOs, civil society and community groups, and the private sector. The institution is governed by a coordinating board that sets the strategic direction for the global fight against the disease.

Since 2001, the year of its founding, the Stop TB Partnership has been hosted and administered by the World Health Organization (WHO). The Secretariat will continue to cooperate with WHO, using its global data and information in its advocacy material, as well as in coordinating advocacy initiatives around the world.

This hosting arrangement between UNOPS and the Stop TB Partnership builds on models between UNOPS and the Water Supply and Sanitation Collaborative Council and Cities Alliance.

UNOPS recognizes that strong partnerships and effective coordination between actors are crucial to efficiency and innovation, and helps fulfil UNOPS commitment to providing services for people in need.

# ETHICS, INTEGRITY AND ANTI-FRAUD

UNOPS is committed to nurturing and sustaining an organizational culture committed to accountability, with the aim of enhancing both the credibility and the effectiveness of the UN system.

The values of the United Nations Charter—including respect for fundamental human rights, social justice, human dignity and the equal rights of men and women—guide and inform all UNOPS activities. UNOPS supports those values underlined in the UN Global Compact and the UN Code of Conduct for Suppliers.

## UNOPS ETHICS OFFICE

As part of its commitment to the highest standards of ethics, integrity and transparency, UNOPS established a dedicated, independent Ethics Office in 2009. The Office is mandated by the Secretary-General and General Assembly to implement United Nations-wide policy on protection against retaliation for reporting misconduct, and for cooperation with duly authorized audits or investigations.

The Office provides confidential guidance to UNOPS personnel, management, practice groups and country offices, including the prevention of conflicts of interest. The Office spearheads outreach on ethical issues, particularly on whistle-blower protection, and awareness on confidential and anonymous reporting.

In addition to ensuring ethics-related policy standards across the organization, the Ethics Office administers UNOPS Financial Disclosure Programme (FDP).

The Office also serves an important advisory role. UNOPS successfully set up an ethics function in the World Tourism Organisation (UNWTO) in 2013, in accordance with its mandate to provide services to other UN organizations. UNWTO has since decided to insource its ethics function to UNOPS. UNOPS Ethics Office also provides advice and guidance to the International Maritime Organisation and runs its FDP.

## INTERNAL AUDIT AND INVESTIGATIONS GROUP (IAIG)

Corruption and fraud are among the greatest obstacles to economic and social development. In the operations of public service organizations, both corruption and fraud deplete funds intended for the accomplishment of defined goals.

In addition to conducting internal and project audits, IAIG leads UNOPS investigations into fraud, corruption and waste of resources, among other avenues of misconduct, and provides advisory services. IAIG also supports personnel on project audits, and asset and vendor management.

As a provider of choice for many partners, UNOPS is committed to best practices. All suppliers must adhere to the highest ethical standards, both during the bidding process and throughout the execution of a contract.

In 2013, UNOPS implemented the Vendor Sanction Regime. It strengthens the organizations zero-tolerance position on vendors engaging in proscribed practices, such as fraud, corruption, collusion, obstruction, and unethical and coercive practices. UNOPS is the first UN organization to post results in the public domain: <https://www.unops.org/vendorsanctions>.

IAIG also strengthened client cooperation on the prevention, detection and investigation of fraud and corruption. Agreements were signed with such partners as the World Bank, Global Fund and the Ministry of Foreign Affairs of Norway.

## TRAINING AND GUIDANCE

IAIG initiated in 2013, alongside the Sustainable Procurement Practice Group, a procurement fraud-prevention training product for partners and external clients through to 2014.

In the same year, IAIG delivered training programmes to 220 people in eight country offices on integrity and codes of conduct in the workplace.

In 2013, UNOPS signed an agreement with a professional provider to perform pre-employment screening. This prevention initiative, which was jointly led by IAIG and UNOPS human resources, the People and Change Practice Group, will further strengthen background checks to ensure higher accountability for key positions, and better safeguards for partner and donor reputations and assets: <https://www.unops.org/HRbrochure>.

# FINANCIAL HIGHLIGHTS

Statement of Financial Performance for the year ended 31 December 2013  
with comparative figures for the year ended 31 December 2012 (USD '000s)

	2013	2012 *	Change %
Support costs and fees	65,948	65,827	0%
Advisory and reimbursable services income	6,252	8,318	-25%
Miscellaneous income	4,690	3,034	55%
Non exchange revenue	5,966	0	100%
TOTAL INCOME	82,856	77,179	7%
Management expenses	57,250	56,378	2%
Service expenses	12,109	14,256	-15%
less: TOTAL EXPENDITURE	69,359	70,634	-1.81%
Finance income	1,728	1,713	0.88%
Exchange rate gain/(loss)	(503)	(82)	513.41%
NET EXCESS OF INCOME OVER EXPENDITURE	14,722	8,176	80.06%

\* Comparative figures for 2012 have been restated to reflect the revised classification applied in the final financial statements for 2013.

Statement of Financial Position as at 31 December 2013  
with comparative figures as at 31 December 2012 (USD '000s)

	2013	2012	Change %
Current assets*	674,935	947,547	-29%
Non-current assets**	387,814	351,383	10%
TOTAL ASSETS	1,062,749	1,298,930	-18%
Current liabilities	928,978	1,196,108	-22%
Non-current liabilities	51,015	39,890	28%
TOTAL LIABILITIES	979,993	1,235,998	-21%
Actuarial gains	26,501	21,399	24%
Operational reserves	56,255	41,533	35%
TOTAL RESERVES	82,756	62,932	32%
TOTAL LIABILITIES AND RESERVES	1,062,749	1,298,930	-18%

\* At the end of 2013, current assets include cash and short-term investments of \$626 million.

\*\* At the end of 2013, non-current assets include long-term investments of \$387 million.





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