



IMPACT

Sustainability
Report
2016

IMPACT

Sustainability Report 2016



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A MESSAGE FROM OUR EXECUTIVE DIRECTOR

For the international community 2016 was a challenging year.

We saw the conflict in Syria going into its seventh year. We saw escalating insecurity in places like South Sudan and Yemen; and vast increases in the number of people fleeing violence. We also saw positive challenges. Prospects of peace in Colombia, the signing, and the flow of ratifications of the climate change agreement from Paris, and commitments at Habitat III in Quito to rethink how our cities are planned and managed.

In the UN, we saw the arrival of a new Secretary-General. And crucially, the Sustainable Development Goals came into force – with calls for greater efforts towards their implementation.

It was the first full year of the international community's implementation of the Sustainable Development Goals and the Paris Climate Agreement. These commitments speak to the importance of working together to overcome common challenges. They represent a collective pledge to a sustainable, more just, world for our future generations.

Our aspirations are clear – we must and can do more, together, to take care of our planet and its people.

“Our inability to prevent crises” is a shortcoming that the new Secretary-General, António Guterres, pointed out in his welcome address, and one which underscores the importance of finding a new way of working together as one – the UN, and the public and private sectors alike.

We know full well that our increasingly connected and complex world means that the UN must engage effectively with a wider group of partners. The demands of our time compel us to work in a more sophisticated way together. Coordinated efforts that account for the strengths of a wider variety of stakeholders and technologies, including the private sector, is the smartest way forward.

In helping the international community respond to the intractable global problems we face, UNOPS is focused on implementation.

We manage projects, infrastructure and procurement; we identify, contract and deploy experts to combat critical emergencies; we manage finances for leading global and national health initiatives, and humanitarian support and relief. This is what we do and we do it well; with the speed and efficiency of the private sector.

Our work in peace and security contexts was wide ranging in 2016. In this report we highlight examples from Colombia, Iraq and Yemen amongst others.

We all know that we have a lot of work ahead of us.

Above all, sustainability is at the forefront of the UN's work around the world. I sincerely hope our determination to help people in need, to act proactively against the destruction of our planet, and our resolve to fight inequality, will help us reach the Sustainable Development Goals.

Grete Faremo
Under-Secretary-General and
UNOPS Executive Director

SECTION I

SUSTAINABILITY

SUSTAINABILITY AT UNOPS

This is UNOPS second Sustainability Report.

Within the following pages, you'll read about our key achievements in 2016 and learn more about how we help contribute to the implementation of the Sustainable Development Goals through our work with partners.

The [Global Reporting Initiative \(GRI\)](#) framework measures the impact of this work on the environment and the societies in which we work, underscoring how our operations contribute to sustainable development around the world.

By adopting GRI, we speak a common reporting language to those inside and outside of the United Nations, reaffirming our commitment to measuring ourselves against international standards.

Full details of how we assess our work against GRI standards, including all relevant topics, indicators and datasets, are available in the GRI index, which accompanies this report.

UNOPS is an organization with the ability to respond rapidly to changing peace and security, humanitarian and development needs.

In 2016, minor adjustments were made to UNOPS reporting to account for these changes.

Several GRI topics we report against were merged. These include: 'Child labour', which was merged with 'Forced or compulsory labour'; 'Market presence' with 'Marketing and labelling' (renamed to 'Exit strategy and project closure'); 'Economic performance' with 'Resource allocation' (renamed to 'Responsible economic management'); and 'Supplier environmental assessment' with 'Supplier social assessment' (renamed to 'Supplier assessment').

Two topic names were modified from 'Human rights investment and assessment' to 'Human rights investment' and 'Indigenous rights' to 'Rights of indigenous peoples.' Finally, two topics formerly part of the GRI G4 framework were discontinued in GRI Standards: 'Environmental impacts of services' and 'Grievance mechanism' (now included as part of the Management Approach). As a result, the number of material topics to UNOPS has been adjusted from 31 (in G4) to 29 (in Standards).



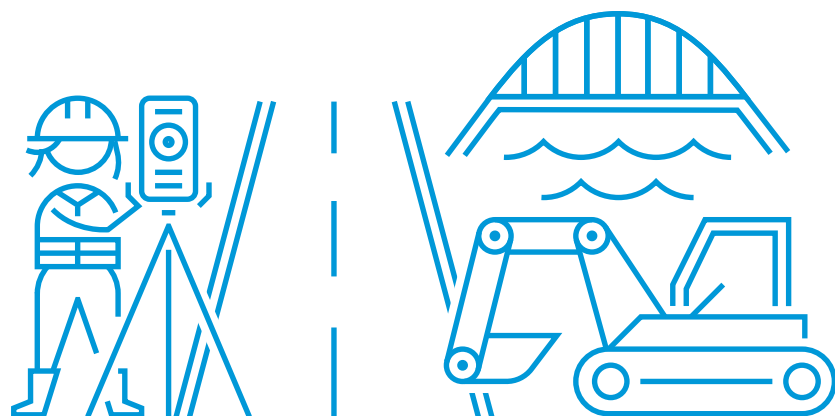
UNOPS uses the GRI framework to report to its Executive Board. Through the process of adopting this standard, a number of new and existing results have been recognized as key indicators of sustainability. Highlights are below:

THE JOBS WE CREATE

Few measures can describe UNOPS commitment to sustainability better than jobs we create for local people.

In 2016, more than 3 million days of paid work were created through UNOPS-supported projects – the majority of which were related to UNOPS infrastructure work.

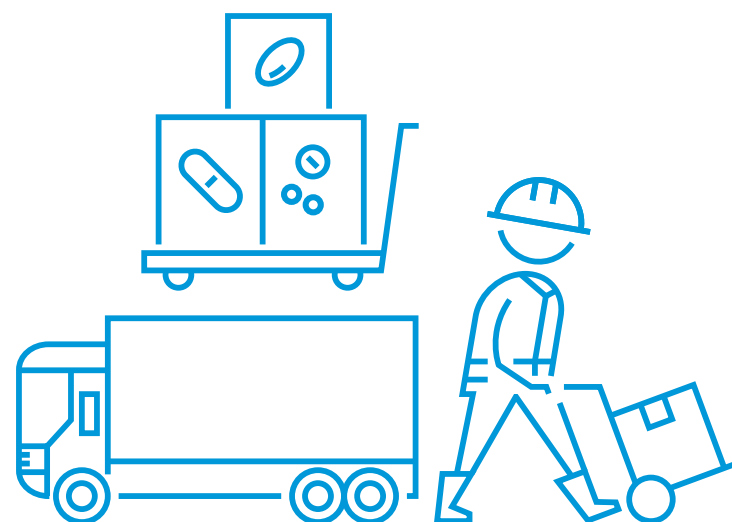
By providing employment to local people, we directly and indirectly support more sustainable outcomes. And by both providing an income and training people in important skills, we not only increase the potential for future employment, but increase the chances that salaries are spent locally, thus supporting local economies.



BUILDING LOCAL ECONOMIES

One of the strongest ways we help develop local economies is through our expertise in procurement. We continue to encourage local procurement across all our projects, and track these results.

In 2016, more than \$400 million worth of overall procurement activities took place in the country where the project was being undertaken. These efforts not only lessened our environmental impacts by reducing transportation emissions, they also directly supported local economies, ensuring that we help our partners strengthen local and national capacity within the same communities.



THE KNOWLEDGE WE BRING

A core contribution to social sustainability and developing national capacity is through passing on our skills and experience to the people we work with on our projects.

We take pride in the fact that this expertise – from sustainable procurement to resilient infrastructure development – is grounded in international best practices, norms and standards.

In 2016, we provided 50,000 days of technical advice to stakeholders across a range of projects. This includes governments, NGOs, UN partners and community groups. In addition, UNOPS helped develop local capacity by supporting more than 10,000 training days.



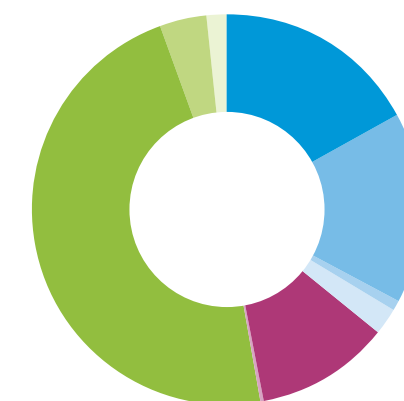
OUR CLIMATE

Measuring our impact on the planet is a foundation of sustainability. In 2016, global temperatures soared, recording the hottest year on record.

UNOPS is committed to climate neutrality. In 2016, UNOPS operations emitted 14,969 tonnes of carbon dioxide equivalent, the common unit for describing greenhouse gas emissions. In

comparison, 16,753 tonnes were reported the previous year.

All of UNOPS emissions are offset using certified emission reductions, with Gold Standard certification developed under the United Nations Clean Development Mechanism. We announced full climate neutrality for 2015 operations. UNOPS has been climate neutral since 2012.



UNOPS emissions by source, 2016

Scope 1

- 17.0% Vehicle fleet
- 15.8% On-site fuel combustion
- 0.8% Refrigerants
- 2.4% Chlorofluorocarbons/hydrochlorofluorocarbons

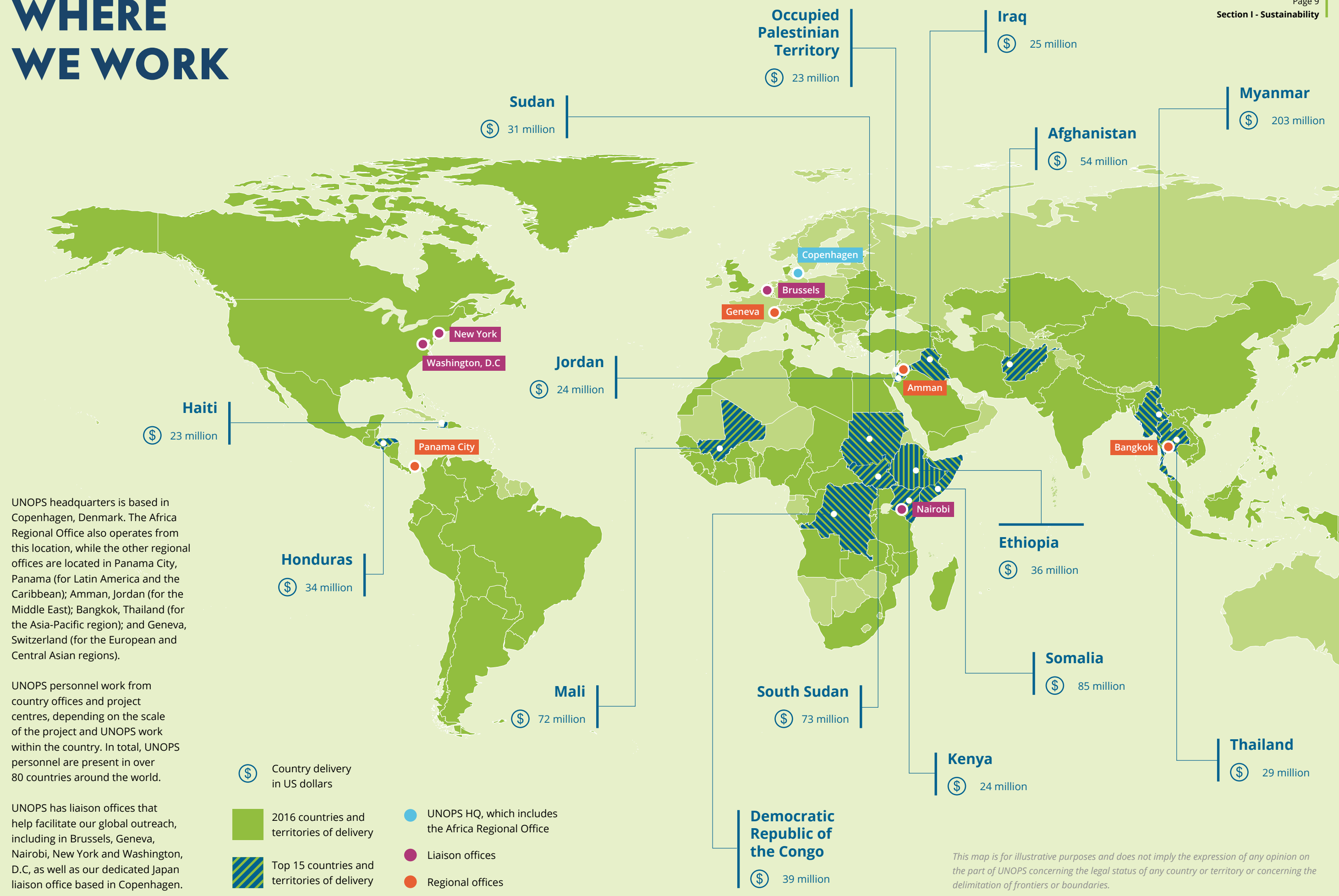
Scope 2

- 11.1% Electricity
- 0.3% Purchased heat/steam

Scope 3

- 47.0% Air travel
- 4.1% Entitlement travel
- 1.4% Public transport

WHERE WE WORK



UNOPS headquarters is based in Copenhagen, Denmark. The Africa Regional Office also operates from this location, while the other regional offices are located in Panama City, Panama (for Latin America and the Caribbean); Amman, Jordan (for the Middle East); Bangkok, Thailand (for the Asia-Pacific region); and Geneva, Switzerland (for the European and Central Asian regions).

UNOPS personnel work from country offices and project centres, depending on the scale of the project and UNOPS work within the country. In total, UNOPS personnel are present in over 80 countries around the world.

UNOPS has liaison offices that help facilitate our global outreach, including in Brussels, Geneva, Nairobi, New York and Washington, D.C., as well as our dedicated Japan liaison office based in Copenhagen.

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.

UNOPS IN NUMBERS



SECTION II

UNOPS

UNOPS

UNOPS is a service provider, a technical advisor and an implementer of projects.

We are impartial and able to operate in conflict regions and fragile states.

We provide strategic solutions to core development and humanitarian challenges.

In doing so, UNOPS aims to ensure national ownership and to enhance local capacity, while delivering services to the superior satisfaction of our partners and with the greatest impact for our beneficiaries.

Our mission is to help people build better lives and countries achieve peace and sustainable development.

We bring to this task the values and principles of the United Nations and the innovation, boldness, speed and efficiency of a self-financed institution.

We bring the highest international standards to what we do, while respecting local contexts. We do this as our contribution to tackling the huge challenges of the 21st century.

We provide practical solutions to

assist our partners to save lives, protect people and their rights, and to build a better world.

We aspire to be a leader in the efforts to channel private-sector investments for social and environmental impact while addressing the immense needs for sustainable development.

What drives us is a passion to fight inequalities and to provide opportunities to those most vulnerable. This means we often work in the most challenging environments, building foundations for communities to function and people to live with dignity and respect.

We are passionate about quality: In our people and in what we do.

We earn the trust of those we work with by caring about what they value, and by delivering on our promise to always act in the service of people in need.

Our vision is a world where people can live full lives supported by appropriate, sustainable and resilient infrastructure and by the efficient, transparent use of public resources in procurement and project management.



.....
In a small Colombian town, Denis runs a café out of her new kitchen at home.
©UNOPS/John Rae

HOW WE OPERATE

UNOPS is a self-financing organization. Our business model is built around the delivery of services that increase the effectiveness of peace and security, humanitarian and development projects.

In 2016, UNOPS delivered \$1.4 billion worth of projects on behalf of our partners.

OUR SERVICES

Each service line has a focus on sustainability and national capacity development. Our financing model promotes lean, effective delivery; while our flexible structure and global reach means that we can quickly respond to partner needs, while gaining the benefits of economies of scale.

We tailor our support to the needs of our partners, delivering a key element of a project, offering expert advice or managing entire projects or programmes. Our three main service lines include:

IMPLEMENTATION

Implementing partners' projects efficiently and effectively, with the involvement of all stakeholders.

ADVISORY

Developing national capacity in our core mandated areas.

TRANSACTIONAL

Providing stand-alone human resources management and procurement services.



Thanks to new facilities and equipment, this policewoman can better serve the people of Kathmandu, Nepal. ©UNOPS/John Rae

GOVERNANCE, RISK AND COMPLIANCE

UNOPS approaches to project implementation, monitoring, evaluation and learning are continually revised to ensure that we remain at the forefront of best practice.

In 2016, we brought all of these activities together under a new Governance, Risk and Compliance Framework. We did this to further enhance the management of these

processes, as well as the risks we face on a daily basis, operating in some of the world's most challenging environments.

This new Framework supports our teams in both field locations and at headquarters, to identify potential risks and ensure that mitigation measures are in place when we engage in projects.

HOW WE CONTRIBUTE

UNOPS contributes to broader efforts to help partners realize the Sustainable Development Goals (SDGs) through three focus areas:

Enable partners to do more with less through efficient management support services, delivered locally or as global shared services.

For example, on behalf of the Department of Political Affairs, UNOPS manages a group of full-time mediation experts who can be rapidly deployed to provide technical advice to senior United Nations officials and regional or sub-regional partners, leading mediation and conflict prevention efforts. Team members possess expertise in issues that arise in negotiations concerning constitution-making, gender and inclusion, natural resources, power-sharing, process design and security arrangement issues. In 2016, the team was deployed more than 100 times in approximately 30 different contexts. The turnaround time has been as short as 16 hours from the time of the request.

Help people achieve individual, local, national and global objectives through effective specialized technical expertise grounded in international norms and standards.

For example, in 2016 UNOPS constructed two new roads in Jamaica on behalf of the Government of Mexico. UNOPS implemented the project by adopting a labour-based approach in the local community. UNOPS designed and constructed 1,650 metres of road to connect approximately 1 million people to waste management facilities. A formal training and certification programme was established for masons and carpenters. The UNOPS team worked with community leaders to provide jobs for nearly 300 people living in the area, creating 15,000 labour days for local workers, 35 percent of whom were women.

Support countries in expanding the pool and effectiveness of resources available to achieve the 2030 Agenda.

UNOPS is working hard to further partnerships between the public and private sectors. One way we do this is by partnering with private sector organizations whose resources and expertise can complement our work in countries and regions around the world.

For example, in cooperation with mobile operator, Ooredoo Myanmar, UNOPS is currently designing and constructing 17 primary health centres across the country with funding from the mobile operator. As part of this partnership, Ooredoo will connect facilities already built and under development by UNOPS to their fastest internet services, making way for better mobile services that enhance the ability of healthcare professionals to deliver the best possible care to their patients.

.....
Culverts built in Mannar, Sri Lanka divert floodwater away from people's homes during the monsoons. ©UNOPS/John Rae

IMPACT INVESTING

Another way of bringing private sector capital to the fore is through the recent establishment of UNOPS social impact investing initiative. With a focus on our mandated areas – infrastructure development, procurement and project management – the initiative is focused on mobilizing a broader pool of resources to help implement the Sustainable Development Goals.

With our extensive in-country expertise and presence in more than 80 countries, UNOPS is well-placed to enable investors and companies to engage in early-stage investment projects in the areas of infrastructure and procurement. By helping to de-risk these environments by providing first-loss guarantees, UNOPS believes we can provide a link for those interested in investing in projects with impact, in support of the 2030 Agenda.



We believe that the Myanmar people and, in particular those most in need, will benefit from quality healthcare with our support in constructing these much-needed facilities.

Mr. Rene Meza, CEO of Ooredoo Myanmar, at an event in honour of the new partnership in September 2016

Did you know that more than \$4.5 trillion in infrastructure investments will be needed each year for the next 15 years for the SDGs?

SECTION III

OUR PROJECTS

BRINGING LIFE-SAVING SUPPLIES INTO YEMEN

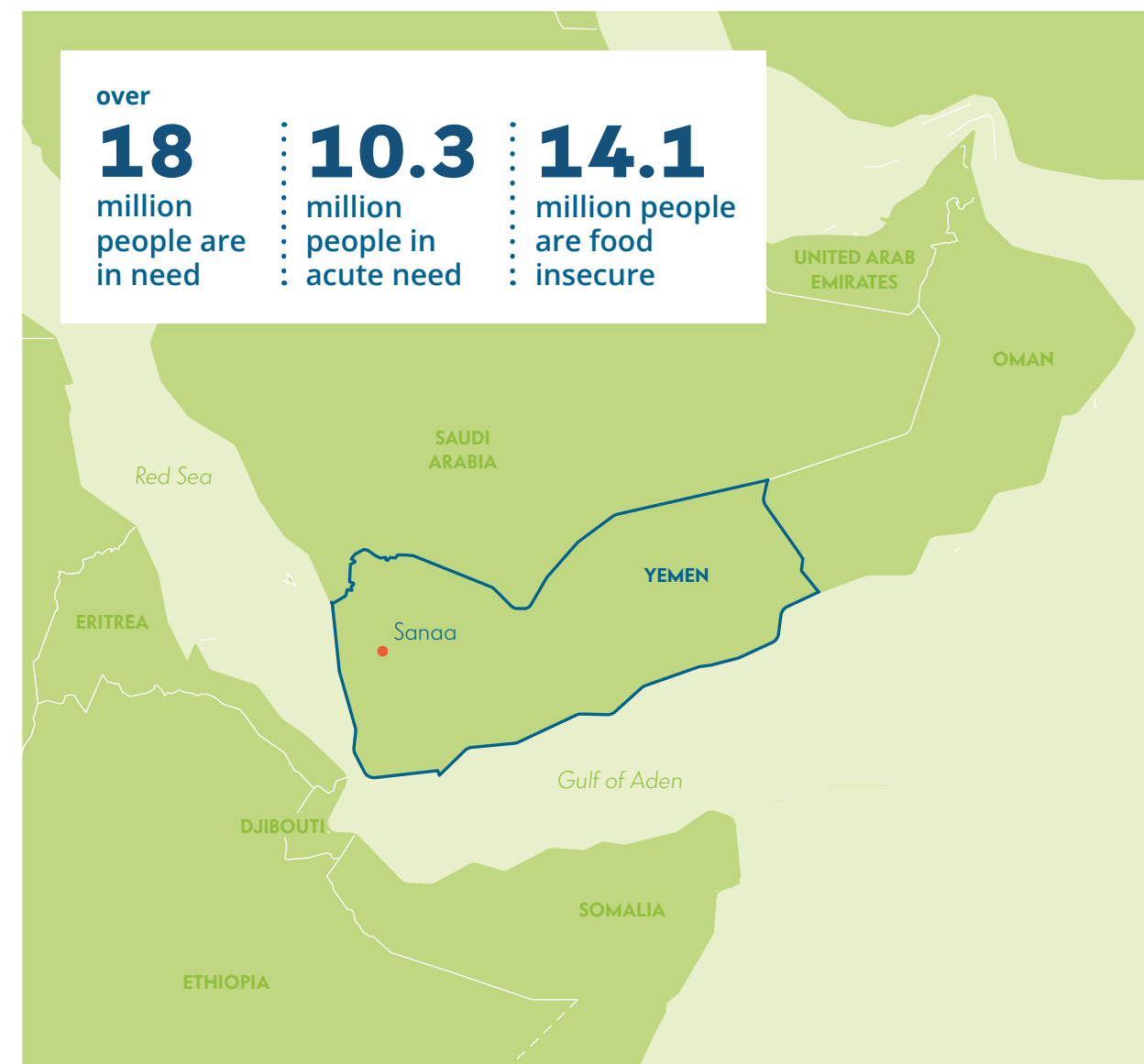
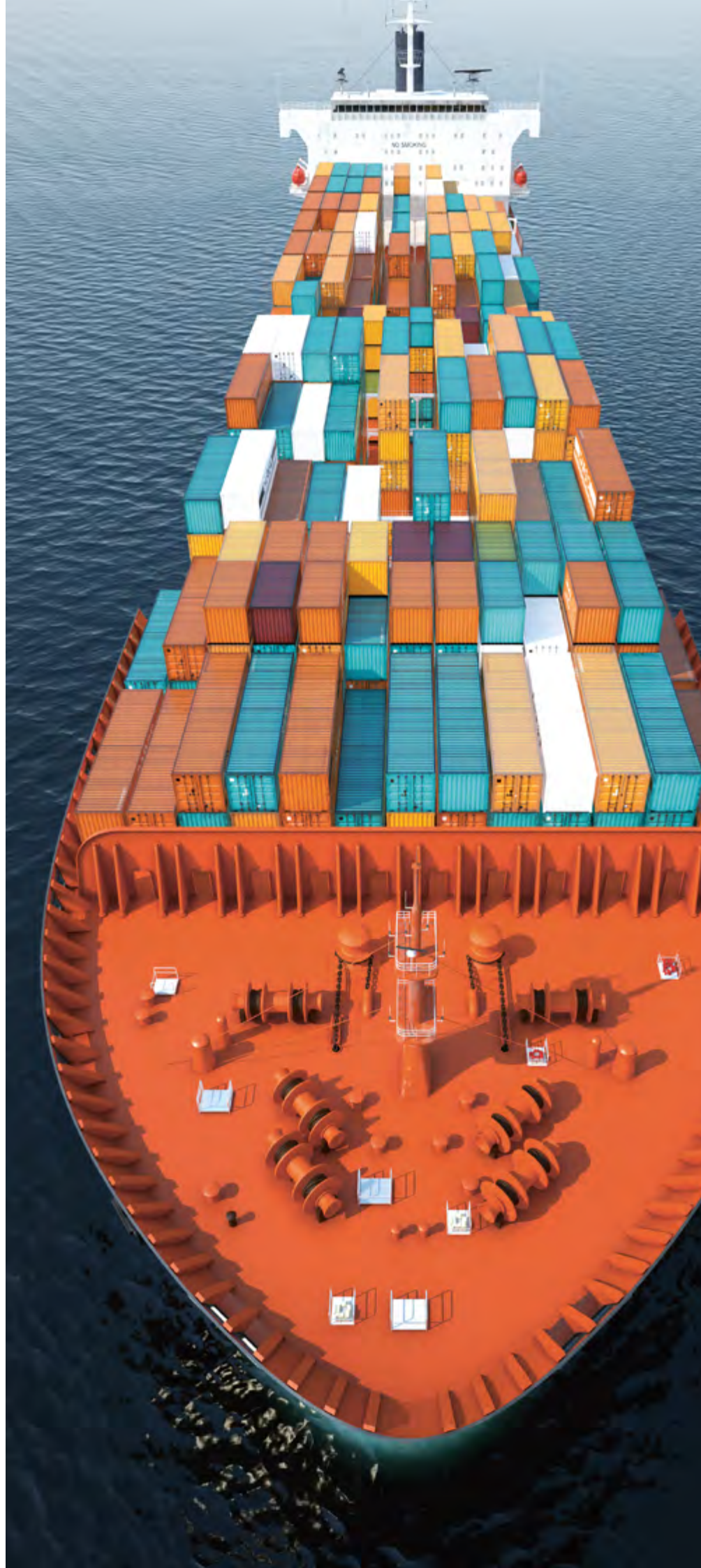
The humanitarian situation in Yemen continues to deteriorate.

Over 18 million people are in need, including 10.3 million people in acute need, and 14.1 million people are food insecure.

While humanitarian actors continue to provide assistance to those most affected by the current crisis, the vast majority of the needs of the Yemeni people are met through commercial deliveries into the country.

In order to facilitate the inflow of commercial goods into Yemen, UNOPS established the United Nations Verification and Inspection Mechanism (UNVIM) in December 2015 on behalf of the Government of Yemen, the UN Member States, and the UN Office for the Coordination of Humanitarian Affairs.

The mechanism, run by UNOPS since 15 December 2015, facilitates



In 2016, UNVIM cleared hundreds of commercial vessels to offload much-needed supplies, in support of the response to the humanitarian crisis in Yemen. Stock photography ©Getty Images/3dmentat

commercial maritime traffic to Yemeni ports that are not under the control of the Government of Yemen, and ensure compliance with UN Security Council resolutions.

By the end of 2016, the mechanism has cleared over 370 commercial vessels, successfully offloading over 6.6 million metric tonnes of food, fuel and supplies to the Yemeni ports of Hodeidah, Ras Isa and Saleef.

In October 2016, the Under-Secretary-General (USG) for

Humanitarian Affairs and Emergency Relief Coordinator, Stephen O'Brien, called upon Member States to continue extending their support to UNVIM, stating: "let us back something that is working."

In January 2017, the USG called on Security Council Members to: "Facilitate the increase of commercial imports of essential supplies; facilitate the import of cranes to Hodeidah and support the rehabilitation of the port; and extend UNVIM's mandate beyond April."

CONDITIONS FOR PEACE

Over five decades of conflict have left around 220,000 dead in Colombia. Millions of people have been displaced. By the end of 2016, more than 7.2 million people had been forced to flee their homes due to violence.

The town of El Salado epitomizes what happened to many towns across the country.

During the conflict, this small community in the Bolívar region in the north of the country was the site of one of the worst cases of mass murder in Colombia's history.

Graves were filled with defenceless victims of torture. Houses and business were destroyed. Residents were left in mourning. The town was left in ruins as people fled to other areas of the country.

Now, a peace deal signed last year between the Government of Colombia and FARC guerrillas is opening up a new chapter in the nation's history. As the peace deal takes hold, more and more people are returning to their homes.

But as people return, the challenges are immense. Housing is in desperate need. More than half a million Colombian families need better homes and more than a million live in poor-quality housing.

Since 2015, UNOPS has been working with Colombia's Department of Social Prosperity to improve around 6,000 family homes in



around
6,000
family
homes are
improved

more than
60
locations
had home
improvements

approximately
28,000
individuals benefitted

more than 60 locations, benefiting approximately 28,000 individuals.

The '50,000 Homes' project, a national initiative of the Government of Colombia, aims to improve homes based on the needs of each family, incrementally raising the standards of living across communities.

Local governments work with communities to identify families who are most in need of help. UNOPS assesses each home, focusing on sustainability factors. For example, families must own their homes and buildings must meet minimum safety standards, as well as be in a stable geographic location.

Families who meet the criteria are allocated approximately \$3,000

.....
50,000 Homes: A national initiative of the Government of Colombia helps nurture seeds of stability in the country.
©UNOPS/John Rae



each to improve their homes. This amount can be divided between a kitchen, a bathroom, a roof, a floor or an extension.

UNOPS infrastructure team, together with a team assigned to the social aspects of the project, worked together with each family to design individual plans to upgrade their respective properties. These plans were based on family needs, social priorities in the home or community, and the best architectural options available.

El Salado was one of many communities that benefitted from this project. More than 70 buildings were improved – homes for around a quarter of the population.

“ It's the small details that make people's lives more pleasant and dignified. People gained confidence and started to believe again. They gained some dignity.

Luis Alfredo Torres Redondo,
El Salado community leader

TUBERCULOSIS IS STILL A REALITY, BUT PEOPLE CONTINUE TO FIGHT!

Myanmar is one of the world's 30 high tuberculosis (TB) burden countries, with approximately 150,000 people still developing TB each year.

The UNOPS-managed [The Three Millennium Development Goal Fund \(3MDG\)](#) works closely with Myanmar's national disease control programmes to support national strategies to combat TB and other diseases. Through a series of programmes, 3MDG helps manage multi-drug resistant TB and acceleration of TB active case finding with mobile teams.

TB especially affects the urban poor and migrant populations. To address the epidemic within these groups, the Ministry of Health and Sports, supported by 3MDG and partners,

sends mobile teams out to find new cases of TB. There are nine mobile teams working around the country.

In 2016, 227 mobile visits were carried out in hard-to-reach locations and 'peri-urban' locations, which lie between urban and rural areas. Teams also visited prisons, worksites and mines.

Eighteen-year-old Hlaing Hlaing Htet was fortunate enough to visit one of these mobile teams, in her hometown.

Last June, Hlaing Hlaing Htet started losing weight. Incessant coughing and sweating would keep her up at night. Her family became alarmed when these symptoms refused to subside.

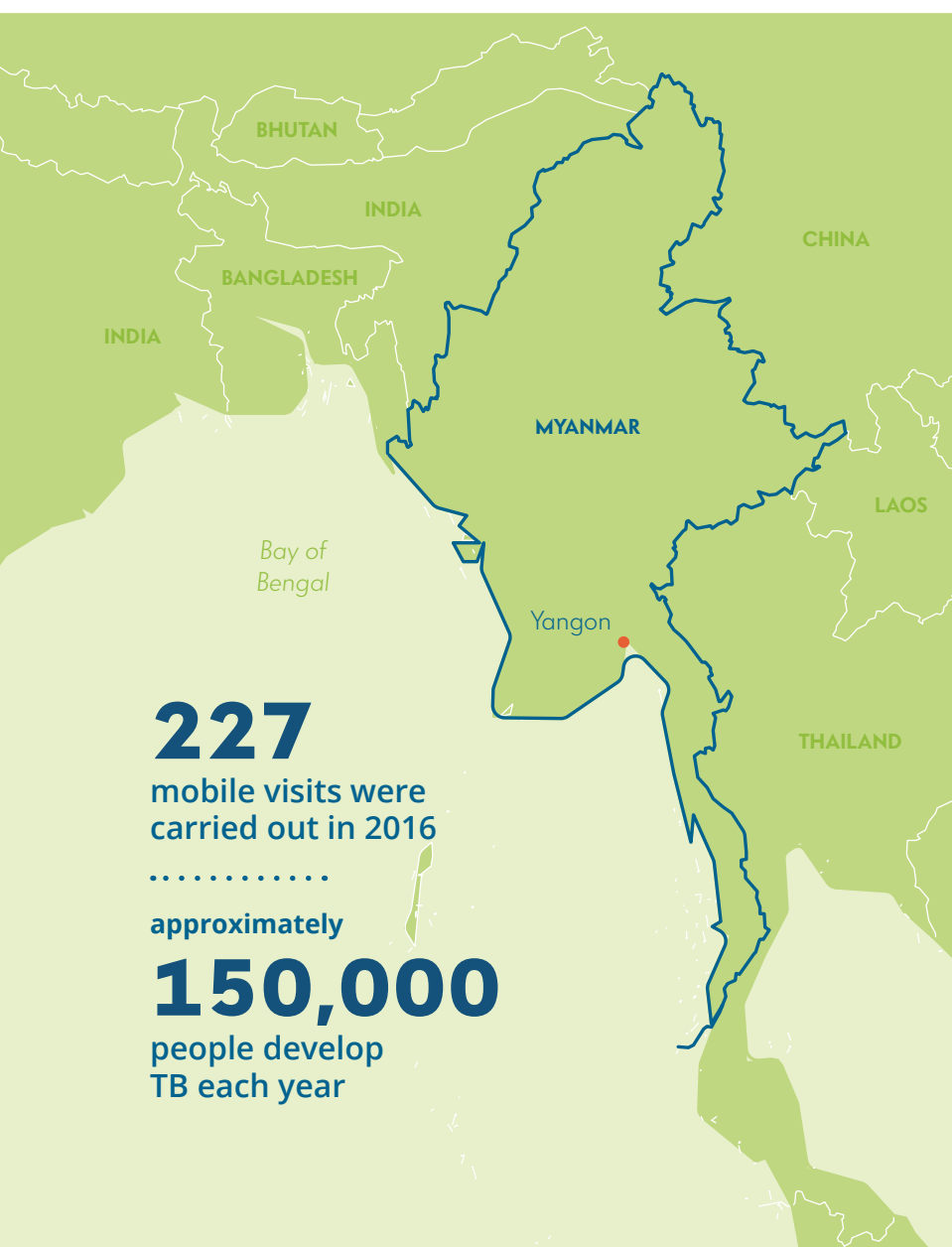
Hlaing Hlaing Htet's father suspected that she might have tuberculosis and took her to visit a TB mobile team. After diagnosing her with the disease, the National TB Programme immediately put Hlaing Hlaing Htet on a course of treatment for six months. Fortunately, she had the regular form of the disease – one that responds to traditional TB medication. Hlaing Hlaing Htet did not suffer many side effects from the treatment.

Now fully recovered, life has returned to normal for Hlaing Hlaing Htet. She wants to share her story to help educate others in Myanmar affected by the disease.

The 3MDG Fund, the largest development fund for health

in Myanmar, reaches millions of people like Hlaing Hlaing Htet. In partnership with the Government of Myanmar and others, the Fund strengthens the national health system at all levels. 3MDG specifically aims to extend access for poor and vulnerable populations to quality health services.

By pooling the contributions of seven bilateral donors – Australia, Denmark, the European Union, Sweden, Switzerland, the United Kingdom and the United States of America – 3MDG promotes the efficient and effective use of development funds. 3MDG supports Myanmar's health sector with over \$279 million in the period of 2012 to 2017.



.....
When Hlaing Hlaing Htet's neighbours found out that she was suffering from TB, they stopped visiting her family's grocery store. "I feel sorry due to their behaviour. That's why I dared not to go to our grocery shop."
©UNOPS/John Rae

ASSISTANCE THAT MATTERS

As insurgent attacks intensify across a country struggling with a legacy of conflict, including the persistent threat of mines and explosive remnants of war (ERW), Afghanistan remains one of the most dangerous countries to live in.

Over 11,000 conflict-related civilian casualties were reported in 2016, representing a three percent increase from the previous year. In addition, civilian casualties from ERWs have increased by 66 percent compared to 2015.

Children accounted for 84 percent of civilian casualties from explosive remnants of war in 2016, making it the second leading cause of death and injury among children in Afghanistan.

In the aftermath of conflict-related incidents, families are often in need of assistance to help them recover mentally, physically and economically.

To ensure civilians receive the help they need, the Afghan Civilian Assistance Programme (ACAP III), supported by the United Nations Mine Action Service (UNMAS) with funding from the United States Agency for International Development, provides short- and long-term assistance to eligible victims.

Through the programme, relief packages are quickly distributed containing food and non-food items to victims. Teams are sent to evaluate victims for physical therapy,

psychosocial counseling and economic reintegration packages for those that have lost their primary source of income.

For victims of conflict, the assistance they receive can be life-changing.

Mohammad Khan's life now looks very different than it did in April 2016, when Taliban fighters blew up a truck packed with explosives near a Government compound, killing around 60 people and injuring over 300 in the country's capital, Kabul. For Mr. Khan, a bus driver, the explosion destroyed his bus and his livelihood.

Within days of the attack, Mr. Khan was contacted by staff from ACAP III and quickly began receiving assistance.

Through the economic reintegration component of the project, he discussed with ACAP III staff ways to establish a new source of income. He had long dreamed of becoming a mechanic and had basic repair skills so he asked for help to establish a tire repair and oil change business, which he received.

In Mr. Khan's words: "I did not want to burden others and depend on their charity. With economic reintegration support, I now run my own shop where I earn enough to support my family."

Across Afghanistan, ACAP III has provided assistance to over 80,000 victims and families since the start of the project in 2015.

.....
A child injured by a roadside
improvised explosive device receives
physical therapy from a physiotherapist
in Helmand, Afghanistan. ©UNMAS



over
80,000
victims and
families were
assisted
.....

over
11,000
civilian casualties
were reported
in 2016



USING GREEN TECHNOLOGY TO REDUCE MATERNAL MORTALITY IN EASTERN AFRICA

In Kenya, approximately 360 women die for every 100,000 births – a rate of maternal mortality that is among the highest in the world.

Health disparities exist across the country. Turkana is one of Kenya's poorest counties. With its inadequate infrastructure, high fertility and nomadic population, maternal mortality rates are nearly triple Kenya's average.

Inadequate health infrastructure, low rates of skilled birth attendants, poor access to family planning services and high rates of adolescent pregnancy are just a few of the issues that contribute to complications during pregnancy.

With funding from the United Kingdom's Department for International Development (DFID) and in partnership with the United Nations Children's Fund (UNICEF), UNOPS is working to help address

this challenge and strengthen maternal healthcare services across some of the worst affected counties in Kenya. The project works with health facilities identified as Centres of Excellence to reduce maternal and neonatal deaths across five counties in Kenya: Turkana, Garissa, Nairobi, Kakamega and Homa Bay. The Centres of Excellence link referral hospitals to community health facilities and help strengthen the overall health system by enhancing technical capacity, assuring quality, and strengthening accountability and coordination.

The project will also improve the quality and sustainability of healthcare infrastructure across the country through a range of improvements. Nationwide, UNOPS has conducted assessments of 150 health clinics. Assessments for infrastructure upgrades have been completed for 98 health

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Mother at a UNICEF-supported Centre of Excellence using the Kangaroo Mother Care (KMC) method to care for a pre-term infant. This method requires skin-to-skin contact between caregiver and infant. ©UNICEF Kenya/2016/Oloo

clinics. So far, two clinics have been rehabilitated and construction on another five has been finished.

UNOPS has also developed designs for green technology retrofits to improve 42 health clinics with: solar-powered solutions intended to minimize electricity usage; and, improved access to water services. The focus on green technology helps create awareness of climate change and educates vulnerable communities on the various adaptable coping mechanisms that can be used.

In collaboration with the Ministry of Health and UNICEF, UNOPS also facilitates training for nurses, clinical officers, community health extension workers and volunteers. By the end of 2016, UNOPS had helped train more than 4,400 community volunteers and more than 2,700 health workers as part of this health system-strengthening project.



150
health
clinics
assessed

4,400
community
volunteers
trained

2,700
health workers
trained



over
170
volunteers
were mobilized
in 2016

more than
100
latrines were
refurbished

approximately
3,000
people were
reached



.....
In Nepal, the Water Supply and Sanitation Collaborative Council works tirelessly to bring safe hygiene practices to even the most remote communities. ©UN-Habitat Nepal

HOW COMMUNITY-LED AND BEHAVIOUR FOCUSED PROGRAMMING BECAME CENTRAL TO IMPROVING SANITATION STANDARDS

Some 2.4 billion people lack access to sanitation and nearly one billion practice open defecation. Diarrheal disease, largely caused by lack of access to proper sanitation and hygiene, is a leading cause of malnutrition, stunting and child mortality. It claims nearly 600,000 lives of children under the age of five every year. Inadequate facilities also negatively affect education and economic productivity, affecting the dignity and personal safety of women and girls.

Since 2009, UNOPS has hosted the [Water Supply and Sanitation Collaborative Council \(WSSCC\)](#). WSSCC supports many initiatives, including global training-of-trainers programmes to support local understanding of menstrual hygiene. It also supports research, advocacy and coordination related to sanitation improvements for the world's most vulnerable communities.

One major element of WSSCC work includes management of the Global Sanitation Fund (GSF) – the world's first and only fund dedicated to improving sanitation and hygiene. Too often, national sanitation programmes fail because they

exist in a silo within one ministry or organization, disconnected from those most impacted by the initiatives. However, the GSF has identified that to address inadequate access to sanitation and hygiene, a collective approach founded on community-engagement is the most effective.

Community-Led Total Sanitation (CLTS) focuses on behaviour change within communities. The GSF uses this methodology to design large-scale and low-cost impact programmes, designed for the most vulnerable people in often the most remote communities. The core message of CLTS is that open defecation leads to unknowingly eating your own and other people's faeces. This helps raise the effort to build, use and maintain latrines with handwashing facilities.

Since its establishment, the GSF has committed over \$112 million to programmes in 13 countries where CLTS methodology is at the core of locally owned, sustainable sanitation programming.

GSF initially established a programme in Nepal in 2010. Progress in the country was positive,

with the programme working within established national sanitation and Open Defecation Free campaigns.

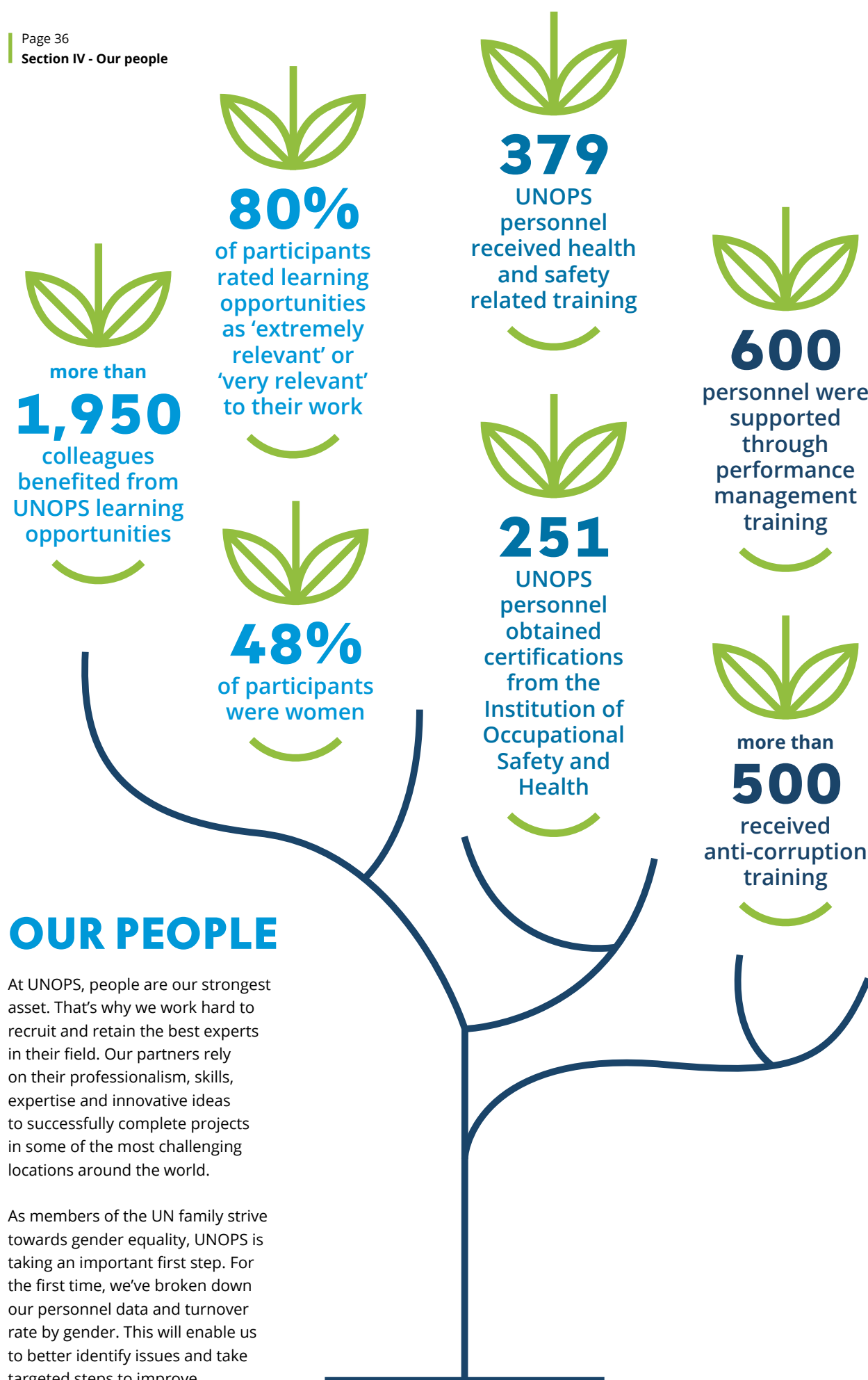
In 2015, Nepal experienced a devastating earthquake, which killed almost 9,000 people and displaced hundreds of thousands. It caused extensive damage, including destroying many of the country's latrines and toilets.

UN-Habitat, the GSF's executing agency in Nepal, mobilized over 170 volunteers, who in just one week, helped refurbish 100 latrines and reach more than 3,000 people with sanitation and hygiene messaging.

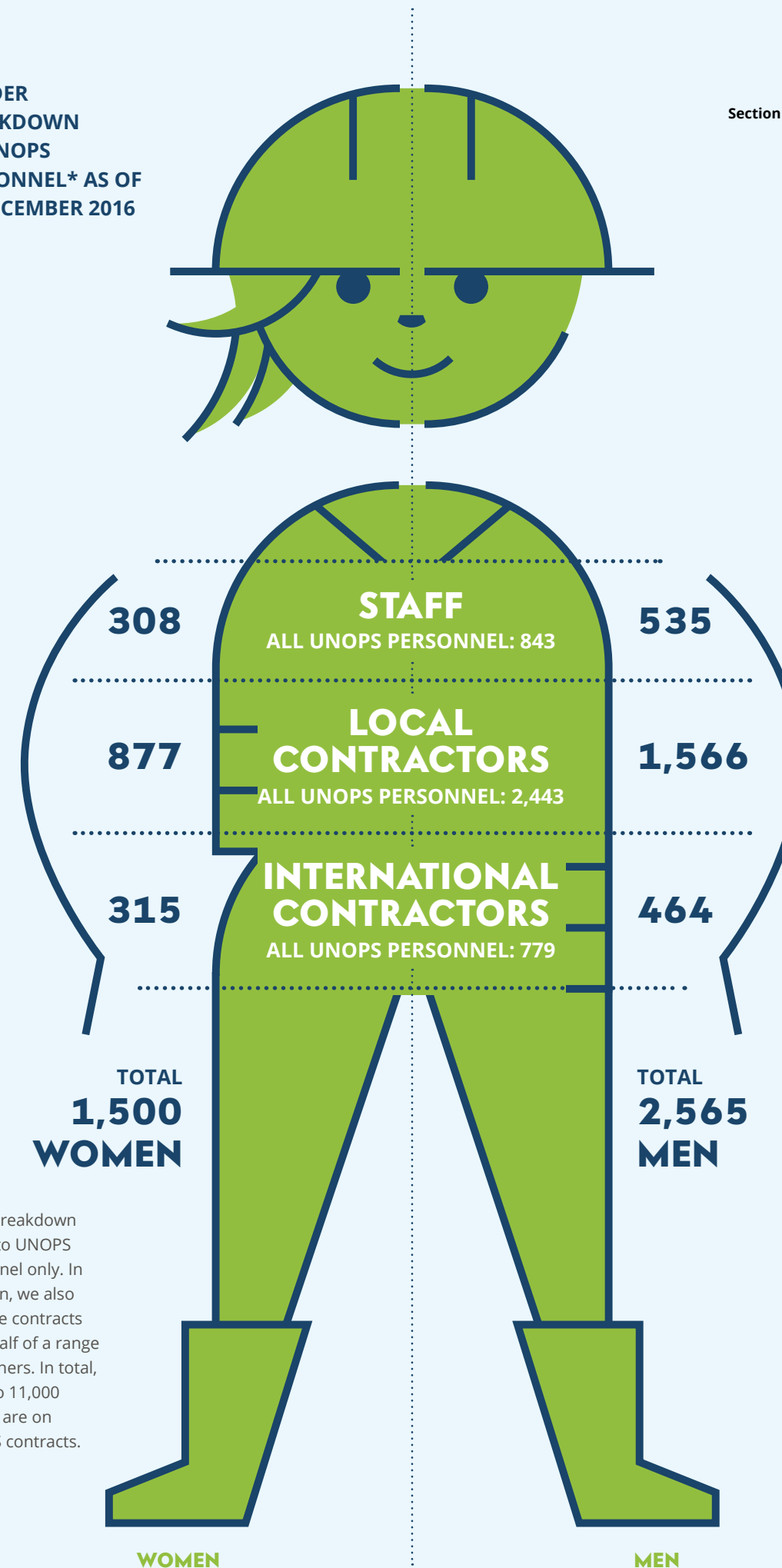
This helped revive local sanitation campaigns and ensured that districts once again had access to sanitation facilities. A volunteer noted that in one village, which had earlier integrated GSF CLTS programming, had in fact not reverted to open defecation post-earthquake, despite the damaged toilets. This is a testament to the impact of behaviour change approaches, where people who recognize the benefits of safe hygiene and sanitation practices refuse to slip back into harmful behaviour.

SECTION IV

OUR PEOPLE



GENDER BREAKDOWN OF UNOPS PERSONNEL* AS OF 31 DECEMBER 2016



*This breakdown refers to UNOPS personnel only. In addition, we also manage contracts on behalf of a range of partners. In total, close to 11,000 people are on UNOPS contracts.

RECOGNIZING EXCELLENCE – UNOPS PROJECT OF THE YEAR AWARD

CONNECTING NEEDS TO ASSISTANCE IN IRAQ

Based in Erbil, one of the largest United Nations inter-agency projects of its kind, the Iraq Internally Displaced Persons (IDP) Information Centre helps get life-saving information to millions of IDPs across the country.

The Centre's toll-free helpline serves as a centralized humanitarian resource to affected populations and a common service to humanitarian partners.

Trained operators provide callers with information on where and how to access humanitarian aid, including food, medical assistance, child protection, cash assistance

and temporary shelter. By providing feedback to aid agencies on the urgent needs of IDPs, the Centre provides a vital link to help improve the humanitarian response in the country. The helpline is also used to report cases of sexual violence and abuse to the relevant authorities. UNOPS works with government authorities and telephone companies to ensure reliable services across Iraq. All calls are free of charge. Operators speak to people from across the 19 governorates, relaying information in Arabic, Kurdish (Sorani and Badine) and English.

The project is implemented by UNOPS on behalf of its partners, including the Iraq humanitarian pooled fund, the United Nations

High Commissioner for Refugees, the World Food Programme, the Office of the United Nations Resident and Humanitarian Coordinator in Iraq, the World Health Organization, and the United Nations Office for the Coordination of Humanitarian Affairs.

The Iraq IDP Information Centre has been recognized internally for its important work in supporting the response to one of the world's most pressing humanitarian challenges. The call centre received the UNOPS project of the year award based on stakeholder satisfaction, delivery performance, procedure performance, and lessons learned.

“We give people scattered across Iraq a voice to ask questions, seek explanation, raise serious issues and lodge complaints. Every day we learn something new.

Charlotte Lancaster, UNOPS Project Manager



There are 4.2 million internally displaced people in Iraq.

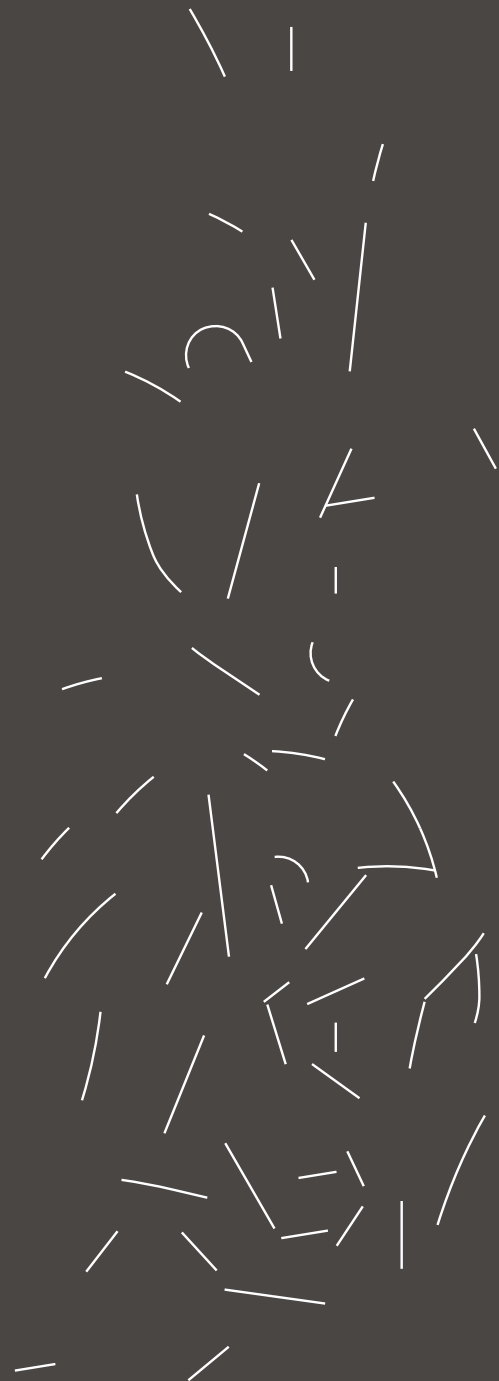
Eleven million are in need of humanitarian assistance, and 2016 saw continued violence across the region. Over an average month, the helpline fields around 6,000 calls. Since its launch in 2015, the Centre has handled over 100,000 calls. Twenty-three percent of the calls come from female callers.



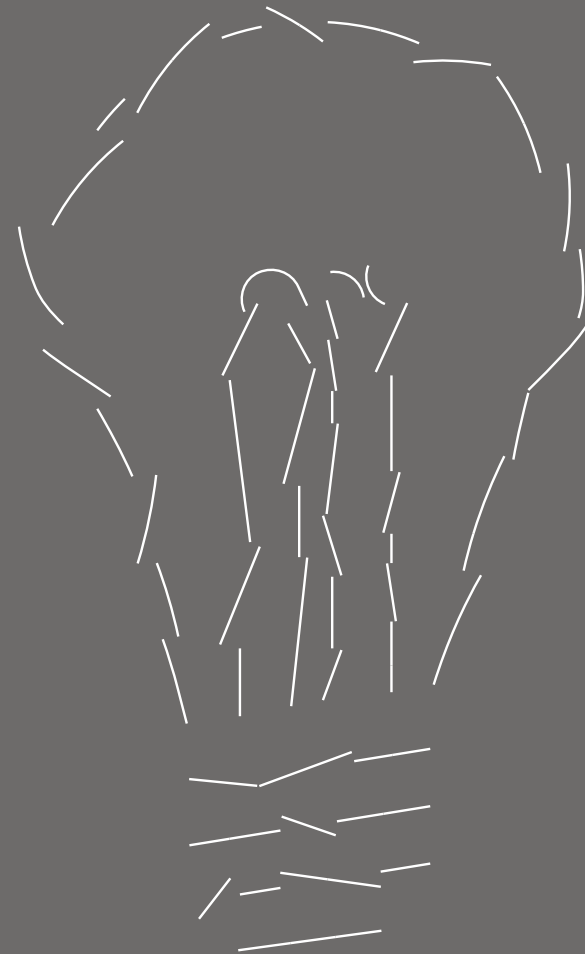
The Iraq Internally Displaced Persons Information

Centre was featured as the first project for UNOPS 'Engage' crowdfunding platform, which was launched in November 2016. 'Engage' positions UNOPS into the realm of new and innovative funding approaches, including social impact investing, as well as crowdfunding.

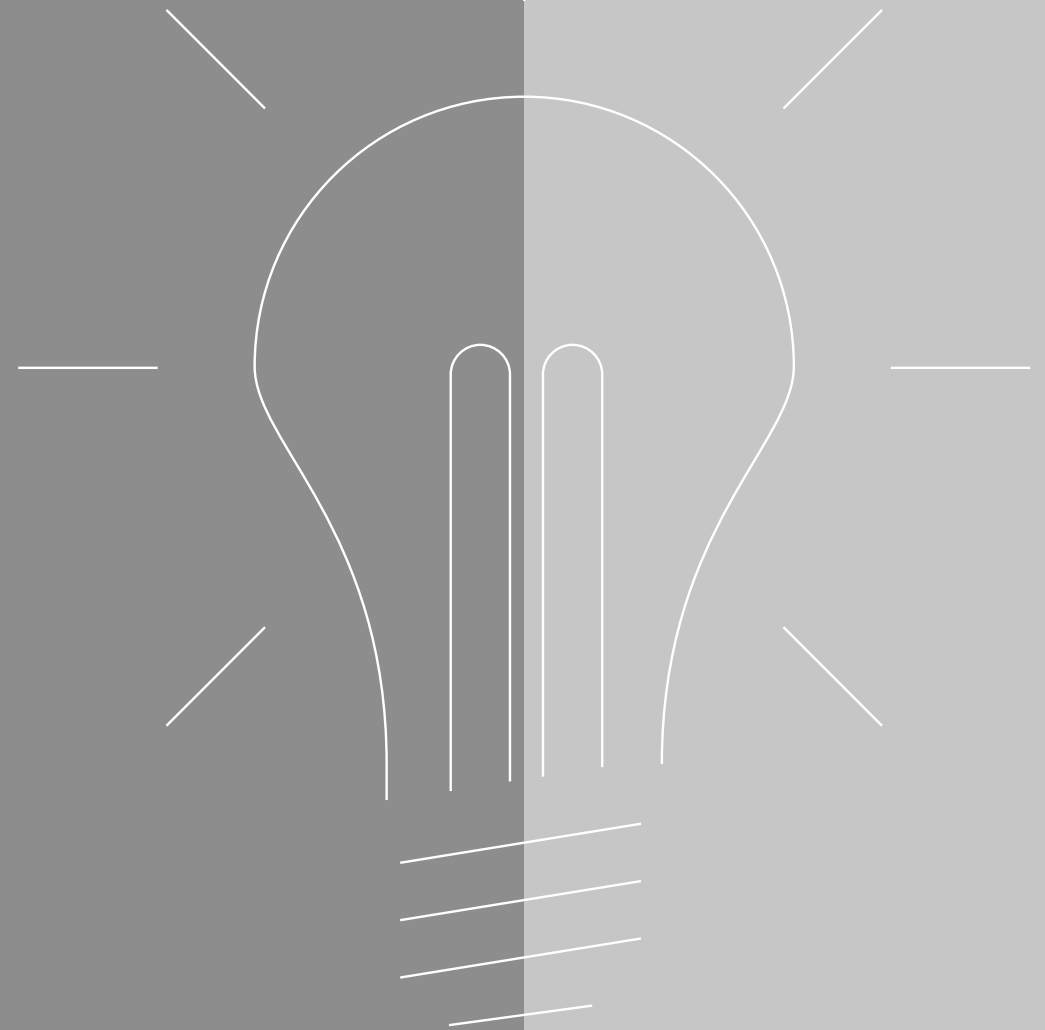
A little girl waits for her parents outside of the administration office at Harsham IDP Camp in Erbil, in the Kurdistan Region of Iraq, in 2016. ©Magnum Photos/Newsha Tavakolian for UNOPS



IDEAS



ANALYSIS



SOLUTIONS

INTRODUCING:

UNOPS INSIGHTS

The UNOPS Insights series is a collection of articles that tap into the wealth of knowledge of UNOPS experts from around the world, providing thought-provoking analysis on some of some of the most complex challenges in the humanitarian and development world.



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A peacekeeper from the UN Mission in South Sudan during a drill in Pibor, Jonglei State.
©UN/Martine Perret

HOW CAN WE DEPLOY PEACEKEEPING MISSIONS FASTER?

When it comes to peacekeeping missions, engineers are often the last to deploy. They should be the first. Here's why.

By Andrew Reese

In the rush to deploy after conflicts flare up, peacekeepers often initially lack what they need to succeed and to keep them safe: Infrastructure like camps, passable bridges and drivable roads. These are the very same things that engineers plan and build – and yet engineers are often the last to deploy to a conflict.

Engineers often come at the expense of infantry due to caps placed on troop numbers. In addition, some United Nations Member States do not have engineering contingents to deploy in the first place.

But we can address this problem by creating an engineering capacity

that can deploy anywhere and at any time. Composed of engineers from the military, the private sector and the UN, this hybrid contingent would augment – not replace – the work of peacekeepers.

The engineering contingents could lay the infrastructure

About the author

Andrew Reese works for UNOPS in New York, where he is responsible for strengthening and expanding the relationship with the UN Secretariat, as well as UNOPS thematic responses on peace and security. He previously managed complex portfolios of programmes for UNOPS and the UN's Department for Peacekeeping Operations (DPKO) in Cyprus, Jordan, Lebanon, Libya, Iraq, the State of Palestine and Somalia. He has also managed capacity building in support of the African Union Peace and Security Division with DPKO and the European Union.

groundwork for regional and international organizations, enabling peacekeepers to hit the ground running much more rapidly.

Additionally, participants in the engineering contingents could receive on-going field training and mentoring while deployed. This would enable them to fully build capabilities that will both support peacekeeping missions and local communities while also giving them a strong set of skills to use when they return home.

REGIONAL FOCUS FOR FASTER DEPLOYMENTS

As the UN continues to roll-out projects to support engineering, Member States that are part of regional organizations, such as the African Union, should be the focus. Why?

After a Security Council Resolution, a peacekeeping mission can take as long as two years to be at full

operational capacity – a very long delay when a conflict is raging. For geographical and political reasons, it takes the African Union less time to deploy peacekeepers to a conflict within their region – they can deploy almost immediately after a conflict ignites, though rarely with equipment they need to do their jobs effectively.

For conflicts in the Central African Republic and Mali, for example, the African Union deployed the African Standby Force well before the UN reached required agreements from the Security Council and Member States on UN troop deployment.

This illustrates the changing nature of peace operations. Increasingly, responsibility has become decentralized, moving from global to regional organizations. As such, the efforts to create these engineering contingents should initially focus on regional organizations like the African Union.

LONG-TERM BENEFITS BEYOND PEACEKEEPING

Many African Union Member States require civil works and infrastructure development more so than in other parts of the world. Not only would such engineering contingents enable more rapid intervention for states in conflict, they would also establish or enhance internal emergency and disaster response capabilities.

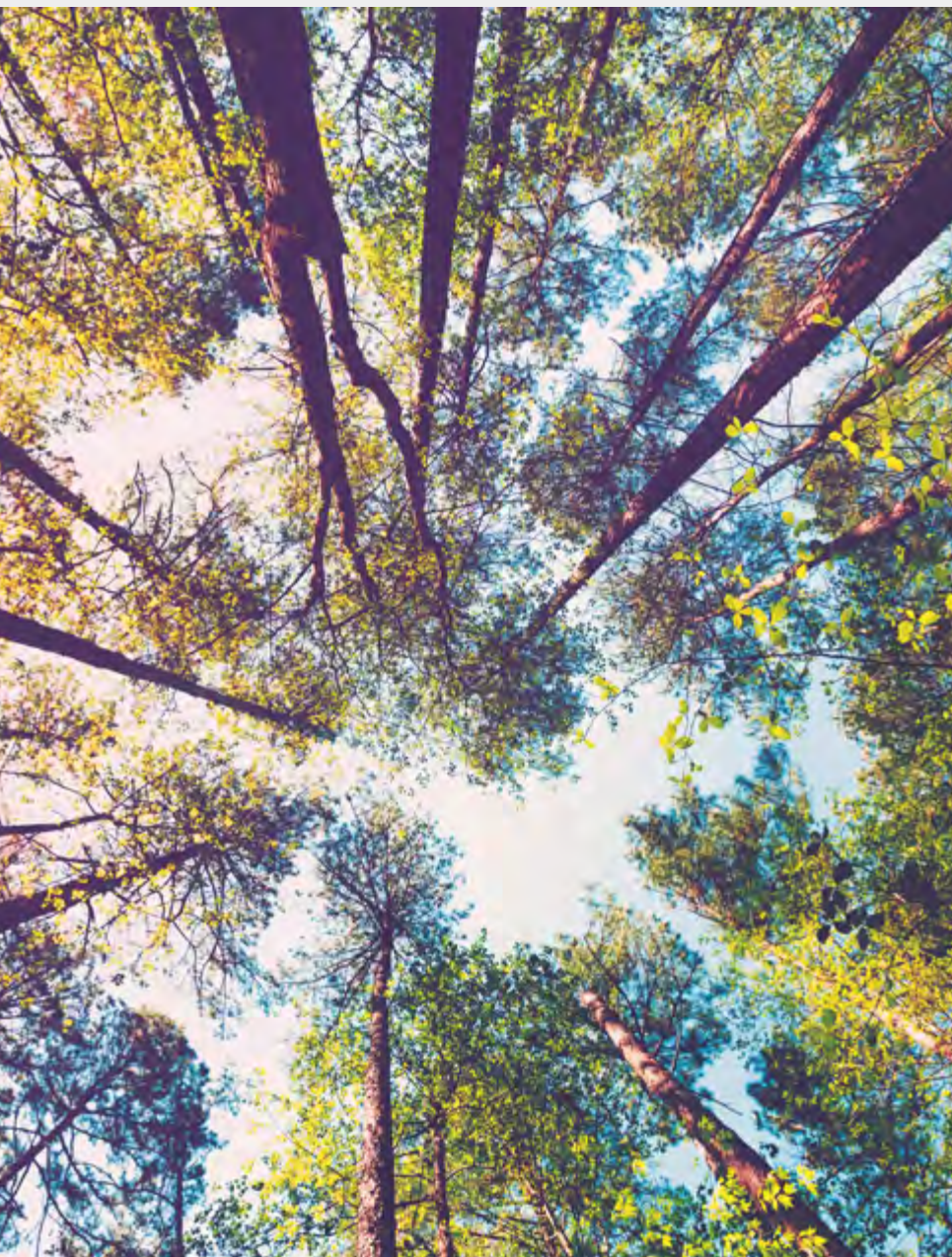
There are, of course, details that will need to be worked out for the creation of these engineering contingents. Who will fund them? How will we arrange for heavy machinery to be available – can we make the strategic stocks more available, do we need to buy more or lease it? Which Member States should benefit first?

These, though, are far easier questions to answer than explaining why countries continue to commit peacekeepers to serious conflicts without the basic infrastructure to support them.

CREATING A SPACE FOR NEW VOICES

Extreme poverty, economic and social inequities, climate change, natural disasters and refugee crises are just some of the challenges facing the world.

By Katrin Lichtenberg



International development cooperation has to address these issues in an efficient and effective way. To do so, the limited availability of money as well as political and geo-political challenges, among others, must be overcome – not an easy task.

As the complexity of global challenges grows, we must examine our options and assess whether multi-stakeholder initiatives are well-suited to meaningfully addressing complex international development issues.

In short, it's a form of collective governance. Typically, it includes alliances of bilateral and multilateral donors, UN organizations, national and international non-governmental organizations and the private sector.

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The success of multi-stakeholder initiatives depends on recognizing that a one-size-fits-all approach doesn't work – their uniqueness is their strength. Stock photography ©Getty Images/Melpomenem

About the author

Katrin Lichtenberg is Head of the Water and Energy Cluster at UNOPS. Since beginning her career with the United Nations as a Junior Professional Officer in 1997, she has held several positions, both in Geneva and Copenhagen. As part of her responsibilities, Katrin was among the first within UNOPS to support the design and set-up of a management platform for the Geneva-based Water Supply and Sanitation Collaborative Council. Today, both the International Aid Transparency Initiative and Initiative for Climate Action Transparency fall under Katrin's management responsibilities.

Such a wide variety of partners can provide a useful vehicle for creating space for voices that don't normally work in the development sector, such as private businesses and foundations, to join international development cooperation.

In this model, participants commit to a common agenda with set goals, combine their financial resources and complement their capabilities.

Of course, collective governance isn't new. So what makes this version so special? An important consideration is what these initiatives are not. They shouldn't replace or work in parallel to local, national, regional or global development efforts – they shouldn't be competing with them or making them redundant.

KEYS TO SUCCESS

The success of multi-stakeholder initiatives depends on recognizing that a one-size-fits-all approach doesn't work – their uniqueness is their strength. And that uniqueness must be taken into account when setting up and managing these initiatives for stakeholders¹.

Cooperation and inclusiveness is key. While partners must be willing to subordinate their individual interests under common goals, the role and responsibility of each partner must be clearly defined and emphasis must be placed on stakeholder participation.

Many multi-stakeholder initiatives operate in difficult environments such as fragile states. Rather than trying to avoid or ignore challenging contexts,

good management approaches emphasize a risk framework and dedicated risk management approaches, including in the day-to-day management.

No intervention can last forever. So an important element is also to consider exit strategies right from the start, being mindful of decisions on when progress becomes impact, and systematically managing and sharing the valuable knowledge gained.

Designing, setting up and managing multi-stakeholder initiatives is certainly not easy. But given their relevance to today's development agenda, could this be a model that has found its time?

¹ UNOPS is proud to assist a number of multi-stakeholder initiatives. One of many examples is the Initiative for Climate Action Transparency. For this, UNOPS works with two bilateral donors (Germany and Italy), two NGOs (Children's Investment Fund Foundation and ClimateWorks Foundation), a multilateral organization (UN Framework Convention on Climate Change), and implementing partners (including Verified Carbon Standard, UN Environment, DTU Partnership and World Resources Institute) on climate transparency. This initiative provides strong strategic direction and tailored governance, a complex set of highly specialized technical skills and adaptable management capacity at scale – all in support of greater transparency in emission reduction policies and actions.



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*A man concentrates during building works
on the National Pedagogical University
in the Democratic Republic of the Congo.
©UNOPS*

LEAVING A LEGACY FAR BEYOND ANY SUSTAINABLE DEVELOPMENT PROJECT

A lack of local skills can ultimately doom a development project before it even starts. Here's how we can address it.

By Brendan Keirnan

In developing countries or countries recovering from conflict, infrastructure can encourage desperately needed economic growth.

But what about the long-term maintenance of infrastructure after the project ends? Too often, infrastructure completed as part of a development project is in disrepair just a few years later. Why? In part because the skills needed to maintain the infrastructure in the long term simply aren't available locally. But we can change this by leaving behind more than just infrastructure when we complete a project.

Of course, the idea of leaving skills behind when it comes to development is not a new concept – but it is when it comes to infrastructure.

A school, a clinic, a police station or any other piece of infrastructure will only ever be a dead object if the skills of the people who built it aren't developed. These are often the same people who will work in it, manage it and maintain it – and the same people who will use those skills, leaving a legacy far beyond any single project.

ENCOURAGING SUSTAINABLE DEVELOPMENT THROUGH TRAINING

A quality project that meets our partners' expectations isn't enough. It's equally important to consider how a project is delivered – and the people's lives we touch and change for the better. Projects can be a force for far greater change by developing the skills of our own local personnel, local suppliers and contractors, and local counterparts.

Incorporating local training and development opportunities early on in projects, and encouraging



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For the long-term success of infrastructure projects, we must ensure that the people working in, managing and maintaining these projects also develop their skills.
©UNOPS/Brendan Keirnan

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UNOPS-implemented police training college in the State of Palestine. ©UNOPS /Brendan Keirnan

local suppliers and contractors by establishing procurement criteria that they can meet to work with UNOPS, are necessary.

In Kosovo², we worked with a local contractor on a new high-security prison. The three-year project taught the contractor to plan, to coordinate and to manage activities in a more professional manner. We also trained our own local team and the contractor in quality, safety and environmental management techniques. The training not only ensured that our project was done

well; the contractor used these skills and experience to win a large contract for the construction of the United States Embassy in Pristina. These long-term skills and increased economic opportunities are the legacies our projects can leave behind.

LEGACIES AND A SENSE OF PRIDE

The sustainability of infrastructure is not just about innovative solutions, but also about basic ownership

and engagement of the people who will be the ultimate users. In order for a project to succeed in the long term, those who will own the infrastructure must care about it at least as much as us, and both want to and know how to take care of it.

When we constructed a new police training college in the State of Palestine from 2009 to 2012, the commander of the college was fully involved throughout the project – so much so that he selected the finishes and colours for every one of the 16 new buildings.

The commander and his team were trained during the college's construction on the operational aspects of the facility. Three years later, when I returned to visit the project, it was still in impeccable condition. The commander and his team took pride in the project. They told me that the police training college was like their child – developed and nurtured by them – and that they would always look after it, to see it achieve its role of improving the rule of law in Palestinian society.

About the author

Brendan Keirnan is Head of Office for UNOPS in Pristina. He is a chartered civil engineer with 28 years of experience managing projects and programmes across several continents in the private and public sectors. He has extensive experience of the UN system in humanitarian and post conflict/disaster environments.

² Referred to throughout in the context of United Nations Security Council Resolution 1244 (1999).

SECTION V

OUR PARTNERS

OUR PARTNERS

UNOPS is dedicated to supporting its partners by providing services that increase the effectiveness of peace and security, humanitarian and development projects worldwide.

To advance the 2030 Agenda and support the achievement of the Sustainable Development Goals, we aim to engage in collaborative partnerships with a focus on sharing our expertise in infrastructure, project management, procurement, human resources services and financial services.

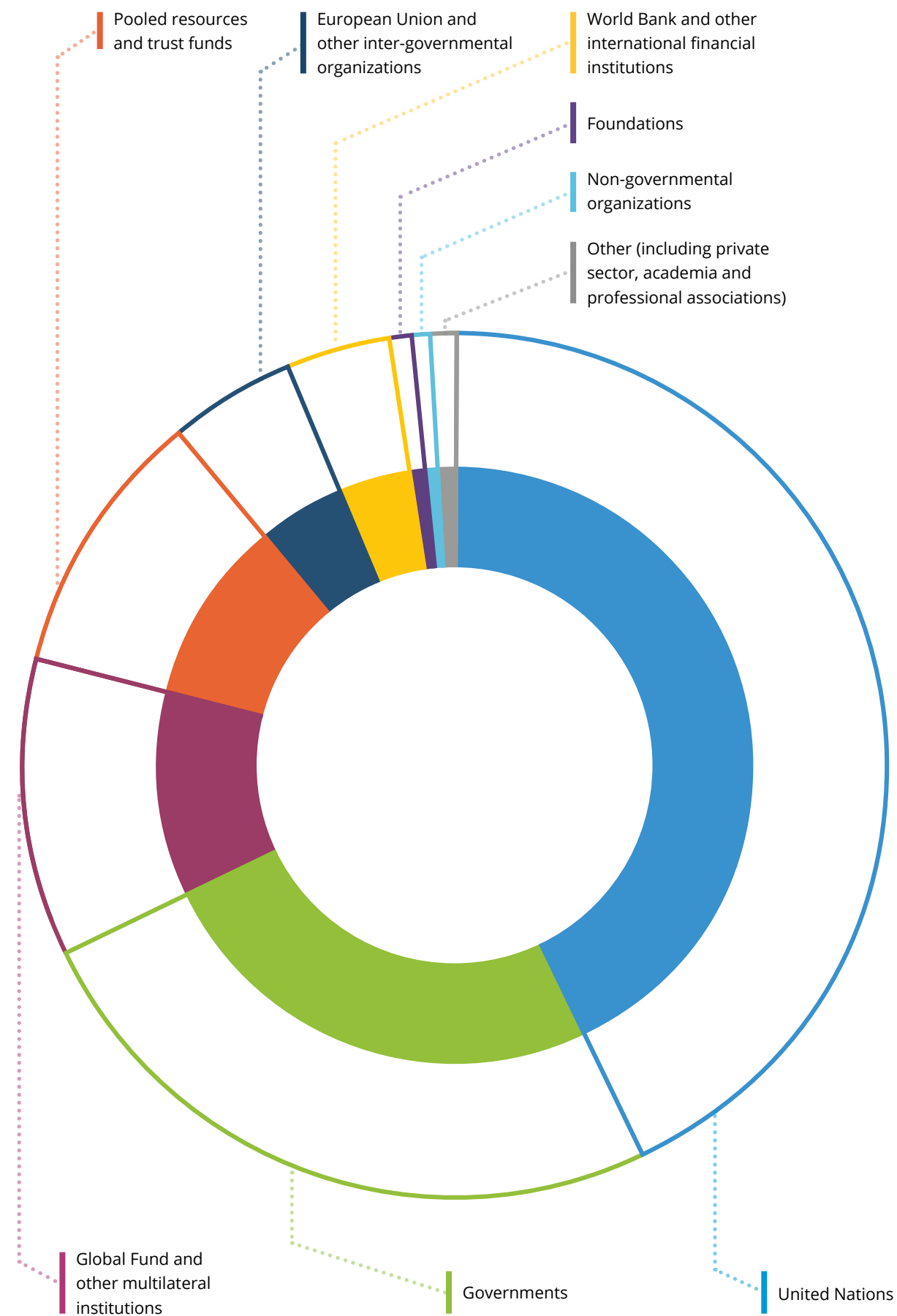
Our partners choose to work with us to complement or expand their own capacities, reduce risks, bring an impartial and trusted advisor, and improve efficiency, speed, quality and/or cost-effectiveness.

UNOPS is highly motivated to meet the expectations of its partners, and as a service provider, our partners'

priorities and needs dictate the scope, focus and location of our work. Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common goals underscore all our relationships.

The UN family remains our largest partner, amounting to 43 percent of our total delivery in 2016, with the Department of Peacekeeping Operations accounting for nearly half of our UN delivery.

Working on behalf of governments also represents an integral part of our activities. In 2016, 25 percent of UNOPS delivery was attributed to governments. The top five governmental partners were the United States of America, Honduras, the United Kingdom, Japan and Ethiopia.





ADVANCING THE SUSTAINABLE DEVELOPMENT GOALS

The start of implementation of the 2030 Agenda has set out a new course for global development. This demands a broader, more inclusive mind-set as well as the involvement of new actors. Successful implementation will require innovative solutions based on world-class knowledge, understanding of local conditions, and creative, problem-solving approaches, responding to the challenges faced by governments and communities. We seek new

engagement modalities and continuously innovate with our wide range of partners on how to turn challenges into opportunities for the attainment of the SDGs.

At UNOPS, we see the co-creation, co-risk and co-benefit achieved through collaboration with non-UN and non-state actors, such as foundations, NGOs, private sector and academia as a key element of the 2030 Agenda.

Agriculture offers great opportunities to drive development and raise living standards for millions of people in rural Myanmar. ©UNOPS/John Rae



To move from talk to measurable results towards the SDGs, we need a joint effort between aid, public financing and private sector. The United Nations has an important and evolving role to play as a facilitator. We can connect the private sector, bilateral donors and governments in developing countries to form partnerships for the Global Goals.

[Nikolaj Gilbert, Director of Partnerships, UNOPS](#)

OUR COMMON WORLD



UNOPS provides meaningful technical expertise to countries in the implementation of the Sustainable Development Goals and the Paris Agreement on Climate Change.

In countries such as Yemen, Iraq, Somalia and Colombia, UNOPS technical support to UN agencies in procurement and other specialized areas has expedited the provision of relief services to millions of people in need, and in doing so, contributed to more stable and secure societies.

António Guterres, Secretary-General, UN

“UN Environment has broad scientific and policy experience, and UNOPS has rich expertise in infrastructure and project management. Bringing them together creates a unique alliance, which wields a force for global change that far outstrips the sum of its parts.”

Erik Solheim, Head of UN Environment

HOW WE CONTRIBUTE TO GLOBAL DEVELOPMENT

“Thanks to the opening of the new UNOPS Office, Ukraine will be able to better access innovative sources of funding through interactions with institutional donors, charity organizations, as well as international business associations.”

Petro Poroshenko, President, Ukraine

“We made great savings with the implementation of the new procurement systems through the United Nations and UNOPS, and this is a breakthrough in the prevention of corruption that never existed before.”

Juan Orlando Hernández, President, Honduras

“Over the last decade, UNOPS has supported us in close to a billion dollars’ worth of projects to deliver access to basic services and provide opportunities to the bottom 40% of the population in the developing world. They are one of the World Bank’s most important UN partners, including in fragile states. I am confident we can grow our partnership further to achieve better results for the SDGs.”

Kristalina Georgieva, Chief Executive Officer, World Bank

“We are happy to be working in cooperation with UNOPS and DFID on a project that is providing renewable energy to improve the lives and livelihoods of our compatriots in our rural areas across the country; to ensure better health outcomes, to enhance education and to stimulate the growth of local economies.”

Ernest Bai Koroma, President, Sierra Leone

SOLUTIONS WE HELP PROVIDE

“For the Regional Hospital of San Miguel in eastern El Salvador we carried out an international and transparent tendering process under the supervision of UNOPS. We have worked with UNOPS before on important public works such as the airport, among others. UNOPS brings transparency and security to what we do, a requirement set forth in our legislation and our procedures.”

Oscar Ortiz Ascencio, Vice-President, El Salvador

Speaking about the UNOPS-implemented Iraq Internally Displaced Persons Information Centre; one of the largest UN inter-agency collective accountability projects of its kind.

“Connecting displaced people with humanitarian organizations is of vital importance, especially during a crisis. The Iraq IDP Call Centre does that simply and to great effect.”

Filippo Grandi, High Commissioner for Refugees, UNHCR

Speaking to the UN Security Council in October 2016, USG O'Brien commended the UNOPS-managed UNVIM, stating:

“Let us back something that is working: UNVIM has cleared over 190 commercial vessels to successfully offload over three million metric tonnes of food, fuel and supplies.”

Stephen O'Brien, USG for Humanitarian Affairs and Emergency Relief Coordinator, UN Office for the Coordination of Humanitarian Affairs

OUR COMMON WORLD



We are a member of the GOLD Community and support the mission of GRI to empower decision makers everywhere, through GRI Sustainability Reporting Standards and its multi-stakeholder network, to take action towards a more sustainable economy and world.



YOUR FEEDBACK IS IMPORTANT TO US!

For any questions, comments and/or suggestions on this publication please contact: sustainability@unops.org.

For more information: www.unops.org.

GET INVOLVED IN THE CONVERSATION



CERTIFICATIONS

We measure our work against international best practices. We hold certifications in and comply with the following standards.

PROJECT MANAGEMENT



PROCUREMENT



INFRASTRUCTURE



SUSTAINABILITY



HEALTH & SAFETY



TRANSPARENCY



QUALITY MANAGEMENT



