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**United Nations Office for Project Services**

## **Annual report of the Executive Director**

### *Summary*

In 2012, UNOPS provided partners with transparent, accountable management services that met world-class standards of quality, speed and cost effectiveness. By doing so it enabled partners to deliver tangible results to people in need.

In 2012, overall UNOPS delivery was \$977 million, under International Public Sector Accounting Standards. Measured under the United Nations system accounting standards used previously, delivery was \$1.08 billion, up from \$1.06 billion a year earlier. Delivery in low-income countries and countries affected by conflict continued to increase as a percentage of total delivery.

Key operational results completed on behalf of partners included constructing or renovating 40 schools, 7 hospitals, 25 police stations, 2,631 kilometres of roads and 9,661 shelters and relief facilities. More than 21,000 individuals were trained in various fields; 451 events were organized; almost 15 million medical supplies were handled; and mine action work was supported in 14 countries.

Based on the findings of the midterm review conducted in 2012, UNOPS refined its focus on its mandated areas and invested in building expertise in sustainable infrastructure, procurement and project management. A stronger, more flexible organization was developed, better able to support partners in delivering sustainable results and helping to build the future we want.

### *Elements of a decision*

The Executive Board may wish to take note of: (a) the significant contributions made by UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners; and (b) the increased focus on sustainability and investment in its core areas of expertise, notably infrastructure, procurement and project management.



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## I. Introduction

1. The Executive Director is pleased to inform the Executive Board of progress made in the implementation of the UNOPS strategic plan, 2010–2013. In 2012, UNOPS provided partners with management services that met world-class standards of quality and transparency. Often working in the most challenging environments, UNOPS supported its partners in delivering peacebuilding, humanitarian and development operations that matter for people in need.

2. During 2012, a comprehensive midterm review of the strategic plan was conducted and presented to the Executive Board. As a result of the review, a range of initiatives was launched to improve efficiency, increase focus and ensure greater attention to sustainability. While the overall structure of this report follows the format of previous years, the new structure and focus are reflected where possible.

3. Unless stated otherwise, all financial figures are reported under International Public Sector Accounting Standards, adopted by UNOPS in 2012. For comparative purposes some figures have also been calculated under the United Nations system accounting standards, the method previously used by UNOPS. In other cases comparisons are provided as percentages of total delivery.

## II. Management results framework

### A. Partner perspective

4. In 2012, UNOPS overall delivery was \$977 million, according to the International Public Sector Accounting Standards. Measured using the United Nations system accounting standards, delivery was \$1.08 billion, marginally up from \$1.06 billion a year earlier. Delivery in low-income countries and countries affected by conflict continued to increase as a percentage of total delivery, up to 51 per cent, compared with 48 per cent in 2011 and 39 per cent in 2010. That trend is a testament to partners' confidence in the ability of UNOPS to operate in these environments.

5. In 2012, 65 per cent of UNOPS delivery was on behalf of the United Nations system, up from 61 per cent in 2011. UNDP continued to be the most important partner for UNOPS, accounting for \$299 million, 31 per cent of total delivery, in line with 2011. This included UNDP regular resources of \$36 million, with other funding coming from or administered by UNDP of \$263 million. These included \$18 million where UNOPS is in direct partnership with UNDP, \$71 million from the Global Environment Facility (GEF), \$104 million in management service agreements, where funding typically came from host countries, and \$70 million from UNDP multi-partner trust funds on behalf of the United Nations Development Group. The second largest United Nations partner was the Department of Peacekeeping Operations, accounting for 17.8 per cent of implementation expenditure, compared with 14.3 per cent in 2011. Other 2012 trends among United Nations partners included increased delivery on behalf of the International Fund for Agricultural Development, which amounted to \$16.6 million, and increased implementation expenditure for the United Nations High Commissioner for Refugees, at \$22.5 million.

6. The largest partnership with a government was with the Government of Afghanistan, followed by Peru and Argentina. In Afghanistan and Argentina, the majority of services were in direct support to the government. There was a sharp decline in delivery in Argentina, reflecting the completion of large procurement contracts. In Peru, the partnership with the Government continued through a UNDP management services agreement. Total direct support to governments, including through such agreements, was 31 per cent, compared with 40 per cent in 2011.

7. UNOPS partnered with international financial institutions, for example through a variety of partnership structures with the World Bank on \$84 million worth of projects. Direct implementation for the World Bank increased to \$14.4 million from \$11.5 million in 2011, and there was an increase in demand for UNOPS transactional procurement services among African governments with World Bank funds.

**Box 1. Managing funds to fight AIDS, tuberculosis and malaria**

In 2012, the Global Fund to Fight AIDS, Tuberculosis and Malaria was a priority multilateral partner for UNOPS. As the local fund agent in 14 countries, UNOPS oversaw, verified, and reported on grant performance. This contributed to a more effective use of funds supporting those suffering from the three diseases.

UNOPS supported the programme in Myanmar as one of two principal recipients tasked with coordinating and overseeing the implementation of \$60.56 million worth of grants.

In Myanmar, about 216,000 people live with HIV; about 291,000 suffer from tuberculosis; and over 632,000 cases of malaria are reported per year. Through the UNOPS-Global Fund partnership in the country, more than 4.3 million condoms were distributed free of charge to individuals most at risk of contracting HIV/AIDS. More than 19,000 people received antiretroviral drugs, and over 268,000 new tuberculosis patients received treatment, with a success rate of 85 per cent. In addition, more than 1.2 million insecticide-treated nets were procured, and more than one million patients were treated for malaria.

Following its success in Myanmar, UNOPS was selected as a principal recipient for the malaria grant in Cambodia at the end of 2012.

8. UNOPS work for the European Union decreased slightly in 2012, from 4.1 per cent of total delivery to 3.5 per cent. New business signed with the European Union in 2012 rose to \$90 million, compared with \$38 million a year earlier.

9. The largest donor government to UNOPS projects was the Government of the United Kingdom, with significant funding directed towards supporting drought mitigation operations in Darfur. Second was the Government of the United States of America, followed by the governments of Canada, Japan, Sweden and Italy.

10. In 2012, the largest countries of delivery were Afghanistan, South Sudan, Peru, Myanmar and Somalia. In 2011, they were Argentina, Afghanistan, Peru, Myanmar and South Sudan.

11. New agreements signed between UNOPS and its partners totalled \$1.35 billion in 2012, a slight decline from \$1.45 billion a year earlier. New agreements fell sharply in Argentina but rose in Afghanistan and South Sudan. The largest single award was in Myanmar, where UNOPS was chosen to be the trust fund manager of the 'Three Millennium Development Goals Fund', a pooled donor fund created to address the basic health needs of the most vulnerable people in the country.

12. As part of the midterm review UNOPS conducted the broadest consultation process in its history. Senior managers held face-to-face interviews with 361 key stakeholders in 38 countries. Overall, 78 per cent of respondents with previous experience with UNOPS said they were satisfied or very satisfied with the service provided by the organization. More details of survey results can be found in the midterm review (DP/OPS/2012/7).

13. In response to the midterm review, UNOPS is organizing its work around three delivery practices: sustainable infrastructure, sustainable procurement and sustainable project management. In 2012, 41 per cent of delivery was attributable to project management, 33 per cent to infrastructure, 18 per cent to procurement, and 8 per cent to other management services requested by partners. As UNOPS is

demand driven there will be yearly variations in those figures, caused mainly by financially large procurement contracts.

## **B. Business process perspective**

14. In 2012, UNOPS upgraded its online management workspace, which displays key indicators of UNOPS performance in real time. This helped to improve management oversight and decision-making, and has increased the ability of personnel to understand how their units are performing against the agreed targets.

15. Oversight was strengthened further with the establishment of the audit advisory subcommittee, which facilitates the work of the strategy and audit advisory committee in finance and audit matters. The implementation rate of internal audit recommendations increased from 86 per cent to 93 per cent, compared with 2011.

16. Based on the findings of the midterm review and further work by UNOPS senior management, the global structure of UNOPS was adapted slightly in support of the enhanced organizational focus. In addition, six ‘must-wins’ were adopted:

- (a) Leadership in sustainable infrastructure;
- (b) Leadership in procurement, advancing sustainable practices;
- (c) Traction in business development;
- (d) Leveraged resources and presences;
- (e) Optimized internal processes; and
- (f) Engaged, empowered and high-performing people.

17. A series of initiatives support the ‘must-wins’. For example, leadership in sustainable infrastructure is being fostered by the introduction of an environmental management system for physical infrastructure projects. The aim is to gain ISO-14001 certification in 2013. UNOPS also launched a policy for sustainable infrastructure at the United Nations Conference on Sustainable Development (‘Rio+20’) that provides direction on how to manage the effects of infrastructure projects on the economic, social and environmental dimensions of sustainability.

18. To advance sustainable practices in procurement, UNOPS became a member of the ‘Sustainable Public Procurement Initiative’ and is cooperating with the United Nations Environment Programme (UNEP) and others in developing tools and knowledge to expand sustainable procurement within the United Nations system.

19. UNOPS increased its drive to ensure that all projects promote rights and access for people with disabilities, through activities, for example, in Afghanistan, Haiti, Serbia and Sri Lanka. In addition, a procurement policy is being developed to provide increased support for disability rights.

20. Pursuant to decision 2012/18 of the Executive Board, in 2012 UNOPS made publicly available the executive summaries of all its internal audit reports issued after 30 June 2012, and complete internal audit reports issued after 1 December 2012.

21. In 2012 the Ethics Officer received 462 referrals. In accordance with decision 2010/17, these have been detailed in a dedicated report (DP/OPS/2013/5) for presentation to the Executive Board at its annual session.

### **Box 2. Promoting transparency**

UNOPS continued to promote transparency in 2012, publishing more than \$56 billion worth of United Nations procurement data from the last five years, as well as detailed information on more than 1,000 of its own projects.

UNOPS has been a member of the International Aid Transparency Initiative since 2011, when it became the first United Nations organization to publish operational data in the format prescribed by the initiative. In 2012, UNOPS became the first organization to ‘geocode’ that project data by adding latitude, longitude and ‘precision code’ information to each project.

Mid-2012 saw the launch of [data.unops.org](http://data.unops.org), an online hub that uses maps and ‘infographics’ to present project and expenditure information about UNOPS operations in an interactive and accessible manner. The hub also displays interactive information about United Nations procurement activities, based on data provided for the United Nations annual statistical report on procurement, which is compiled by UNOPS.

### **C. People perspective**

22. The total UNOPS workforce at the end of 2012 was 6,366, up from 6,202 a year earlier. Of these, 880 were staff and 5,486 had individual contractor agreements (578 international and 4,908 local). UNOPS recruited 137 staff in 2012. Of those, 97 were international professional staff, 13 were national professionals and 27 were general service staff. The number of staff who left the organization was 139. Staff turnover was 15.8 per cent, a decrease from 17 per cent in 2011. Women made up 38 per cent of the total staff. UNOPS will strengthen efforts to increase the recruitment of women with its new institution-wide framework on gender equality.

23. New systems were introduced in 2012 to increase process efficiency. They included the global recruitment system, the global leave management system, and the performance evaluation system. The recruitment system, for example, coupled with the new recruitment policies, enables a recruitment process to be completed within a single week.

24. In 2012, UNOPS strengthened personnel performance management with a second year of a pilot ‘rewards, recognition and sanctions’ policy, endorsed by the International Civil Service Commission. That initiative has had a positive effect on the completion of performance appraisals, reaching a 97 per cent completion rate for the second consecutive year. It has also allowed the organization to celebrate more than 20 colleagues for their exceptional contributions. Survey results show personnel increasingly understand the link between performance and the achievement of business targets. The policy also provides tools to address under-performance.

25. In 2012, personnel participated in more than 1,865 UNOPS learning activities or programmes, up from 896 in 2011. More than 600 people completed an online induction course, 400 are currently enrolled in language courses, and more than 50 senior managers are following a leadership development programme. UNOPS is partnering with the United Nations System Staff College, ensuring that UNOPS representatives participate in the United Nations country team leadership training. More than 200 colleagues are participating in external professional certifications run by, among others, the Association of Chartered Certified Accountants (52 participants) and the Chartered Institute of Purchasing and Supply (128 participants). In partnership with Cornell University, 50 employees attained external certification in human resources. More than 600 personnel participated in the ‘Prince2’ exam or in the UNOPS project management certification programme.

26. To address the needs expressed by personnel, and to reduce risks to the organization, new insurance packages were introduced or improved in 2012. Local individual contractor agreements will have an increased ceiling four times that of 2011, and higher compensation for service-incurred death, illness or injury.

27. Despite the uncertainty arising from changes to the organizational structure in 2012, the global personnel survey, conducted in February 2013, showed that the percentage of personnel satisfied with their jobs had risen to 84 per cent, up from 82 per cent a year earlier.

## D. Financial perspective

28. Year-on-year financial comparisons with 2011 are complex, as 2012 was the first year of implementation of the International Public Sector Accounting Standards. In compliance with the new standards, UNOPS recognized 2012 revenue after goods were delivered and services rendered. In prior years, in accordance with the old United Nations system accounting standards, UNOPS had also reflected revenue of signed commitments, such as purchase orders, in its financial statements.

29. During 2012, UNOPS delivered \$977 million in project services under the new accounting standards. That compares to \$1.063 billion in 2011 under the former standards. UNOPS earned \$58.8 million in project-related revenue, down 5 per cent from \$61.8 million in 2011. Service income and miscellaneous income earned was \$15.1 million and \$3.6 million respectively (for a total of \$18.7 million), a 19 per cent increase from \$15.7 million in 2011 (\$8.4 million plus \$7.3 million). Total income in 2012 was \$77.5 million, in line with 2011. Management costs were \$55.5 million compared to \$67.1 million in 2011, a 17 per cent decrease. This resulted in a net surplus, after provisions for write-offs, of income over expenditure of \$6.4 million.

30. An actuarial revaluation of its end-of-service employee liabilities recently initiated by UNOPS indicates that such liabilities at year end 2012 are about \$14 million less compared with such liabilities at year end 2011. With this reduction, UNOPS is able to fund all its end-of-service employee liabilities and exceed its obligatory reserve target as determined by a formula set by the Executive Board. UNOPS will disclose all pertinent information in the notes to financial statements for the year ended 31 December 2012. At the time of writing, an independent service provider was engaged in reviewing the reserve target formula, taking into account the effects of the new accounting standards and other factors.

31. The above stated expenses, revenue and reserve balance for 2012 are early figures calculated by UNOPS under the new accounting standards and are potentially subject to significant change. These figures are yet to be verified and audited by United Nations Board of Auditors.

## III. Operational results

### A. Results framework

32. In 2012, UNOPS supported 1,025 active projects on behalf of its partners. Details on funders and partners can be found in the examples given in sections B-G of this chapter, and in annex 2.

33. Operational results are reported in total in the following key results section, and then divided between four 'contribution goals'<sup>1</sup>. These four high-level goals define the work of UNOPS for 2010-2013. They are called contribution goals because UNOPS contributes to the results of its partners:

- (a) Goal one, rebuilding peace and stability after conflict, accounted for 41.5 per cent of UNOPS work on behalf of partners in 2012 (up from 37 per cent in 2011).
- (b) Goal two, early recovery of communities affected by natural disasters, accounted for 8.3 per cent (up from 5.5 per cent).

<sup>1</sup> For an explanation of how the projects are assigned to each goal, see annex 4 (available on the UNOPS website).

(c) Goal three, the ability of people to develop local economies and obtain social services, accounted for 39.3 per cent (down from 49 per cent).

(d) Goal four, environmental sustainability and adaptation to climate change, accounted for 10.9 per cent (up from 8.5 per cent).

34. Examples of the ways UNOPS helped its partners to promote the gender, environment and capacity-development elements of sustainability are reported throughout this report, with a special focus on cross-cutting concerns in section G.

35. Due to the nature of the support UNOPS provides to donors and governments, it records its results at the output level. Donors and governments own the outcomes that their projects produce, and UNOPS encourages and supports partners in conducting evaluations. To better measure outcomes, UNOPS is conducting baseline surveys for an increasing number of projects: it has collected baseline data for more than 20 projects in Africa and plans to conduct similar exercises in other regions.

## **B. Key results achieved for partners**

36. In 2012, UNOPS constructed or rehabilitated 27 bridges, 2,631 kilometres of road, 4 airstrips and 6 harbours, compared with 14 bridges, 2,301 kilometres of road, 5 airstrips and 14 harbours in 2011.

37. UNOPS managed the construction or rehabilitation of 40 schools, 7 hospitals, 5 health clinics, and 36 other medical facilities, such as laboratories and maternity wards. In 2011, the numbers were: 74 schools, 14 hospitals, 28 health clinics, and 52 laboratories. Health was also improved in 2012 through the construction or improvement of 178 water facilities, such as dams and irrigation facilities, as well as 25 water networks.

38. In 2012, 25 police stations, 2 police training centres, 2 prisons and 4 detention centres were constructed or renovated, as were 2 courthouses and 73 other government administration buildings. In 2011, the numbers were: 33 police stations, 7 police training centres, 17 prisons and 4 detention centres, as well as 12 courthouses and 53 other government buildings.

39. In post-conflict and post-disaster settings UNOPS helped partners support displaced communities by constructing or maintaining more than 5,814 emergency relief structures, such as shelters, and 3,847 other relief facilities, such as toilets and septic tanks. In 2011, UNOPS had helped partners construct or maintain more than 12,400 emergency relief structures and 32,300 other relief facilities, most of them in post-earthquake Haiti.

40. More than 14 per cent of all UNOPS-supported projects in 2012 had direct access or the capacity to measure the number of labour days created for beneficiaries. These generated more than 2.4 million days of paid work for local people.

41. In 2012, UNOPS supported the mine-clearance work of the United Nations Mine Action Service (UNMAS) and partners in 14 countries. It provided recruitment, procurement, contracting, grants management, technical and operational support, and financial and legal services.

42. More than 87,000 units of machinery or equipment were procured by UNOPS for its partners. Almost 15 million medical supplies were handled, including the distribution of nearly 5 million condoms and around 2 million needles. More than 9.6 million doses of medicine were procured or distributed.

43. UNOPS helped its partners develop local capacity by supporting the training of 68 local authorities and non-government organizations, and more than 21,000 individuals, in subjects including infrastructure and sanitation (down from a record high of 534,000 in 2011, but close to the previous norm). It organized 484 training courses and workshops (down from 580 in 2011, but up from 300 in 2010).



44. UNOPS helped partners organize 451 high-level events and meetings (compared with 219 in 2011), and provided support to 5,026 local organizations (up from 3,587).

45. Fifty countries were supported with environmental management (up from 46), and 12 endangered or vulnerable species were protected.

46. UNOPS administered or monitored more than 800 grants, as compared with 520 in 2011, to fund a range of projects, in addition to about 3,000 UNDP-GEF small grants in more than 125 countries.

47. UNOPS procured more than \$735 million worth of goods and services (33 and 67 per cent respectively), some as part of an implementation project, some as direct transactional support.

48. UNOPS provided a range of common services for the United Nations. For example, UNOPS constructed or renovated 13 United Nations buildings or compounds. It also offered common procurement services for United Nations organizations and other partners, such as procuring \$67.5 million worth of goods through UN WebBuy and hosting the United Nations Global Marketplace online procurement facility.

49. UNOPS provided 3,049 'person-days' of advisory services (82 per cent in infrastructure, 9 per cent in procurement and 9 per cent in project management).

### **C. Goal one: Rebuilding peace and stability after conflict**

50. In 2012, UNOPS helped its partners create conditions for sustained peace and development in conflict-affected areas and fragile states, by providing infrastructure, procurement and project management support.

51. Among the 269 UNOPS-supported projects in post-conflict areas were mine-action operations in Syria; road-building projects to promote access to remote regions of Afghanistan and the Democratic Republic of the Congo; and procurement support to buy security equipment in Sierra Leone.

52. Almost 44 per cent of UNOPS-supported projects in conflict-affected areas dealt directly with implementing construction projects. UNOPS helped partners advance education and health in post-conflict communities, constructing or repairing 37 schools, 5 health clinics and 3 hospitals. UNOPS worked to ensure that these structures were as socially, economically and environmentally sustainable as possible. For example, when building schools in South Sudan for the Italian Government as part of an initiative to improve child education rates, particularly among girls, UNOPS supported a gender awareness campaign, designed a green business scheme, and used energy-saving construction methods.

53. With funding from the United Kingdom and United States governments, the Government of South Sudan received 170 person-days of advisory support from UNOPS personnel in infrastructure, thus developing state capacity to build roads and justice facilities.

54. UNOPS supported the construction or rehabilitation of 2,542 kilometres of roads in post-conflict settings, increasing year-round access to key services, on behalf of multiple partners. For example, UNOPS managed a road-building component of a large stabilization strategy in the Democratic Republic of the Congo with funding from a range of donors. This also involved implementing a detailed socio-economic and environmental mitigation plan, which included working with the community to replace trees and training families to keep goats so as to minimize the impact of the new road on bush wildlife. In a similar project, on behalf of the Government of Belgium, UNOPS helped to improve a road that now reduces travel time between Masisi and Goma from three days to half a day. In Afghanistan, the maintenance of certain roads has reduced travel time to the local market, school and

health centre by 30 per cent. The Government of Afghanistan is implementing the project with UNOPS support, with funding provided by the World Bank and the Afghanistan Reconstruction Trust Fund.

55. UNOPS helped stabilize conflict-affected areas by constructing or refurbishing 2 courthouses, 24 police stations, 2 police training facilities, 4 detention centres and 2 prisons. In Palestine, for example, a corrections and rehabilitation centre was upgraded and refurbished by UNOPS, with funding from the Canadian Government, to help local criminal justice institutions deliver their mandate in a more effective, accountable and coordinated manner. The structure now provides separate areas for male and female convicts to live and attend classes, and uses solar power for heating.

56. Almost one quarter of projects in post-conflict countries had the capacity to measure the amount of paid work their implementation created for local people. By hiring local labour to liaise with communities and work on construction sites, the projects created almost 1.4 million labour days, helping to generate income and boost skills. In Liberia, for example, when building a new hub to improve regional coordination among security and justice authorities on behalf of the Department of Peacekeeping Operations through the Peacebuilding Fund, UNOPS hired local labourers, including women, and trained them in sustainable construction techniques, such as the onsite production of low-cost and durable interlocking bricks.

57. UNOPS helped governments procure equipment in a transparent and cost-efficient manner. Almost 7,000 items of equipment were procured to improve the lives of conflict-affected communities, including medical goods, vehicles, and construction machinery. For example, in Jordan, the Government of Canada requested UNOPS support to buy dozens of vehicles, including water trucks, to help support the influx of refugees to Jordan from Syria.

58. UNOPS provided procurement and project management support to a number of census and election projects in post-conflict areas in 2012, such as in the Democratic Republic of the Congo, Iraq, Kosovo<sup>2</sup> and Libya in partnership primarily with the Electoral Assistance Division of the United Nations Department of Political Affairs, a number of United Nations missions, UNDP and UNFPA.

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

- (a) Abyei, a disputed area between Sudan and South Sudan, where, after the deaths of United Nations peacekeepers due to landmines, UNOPS carried out emergency contracting to clear 309 kilometres of roads and 10 square kilometres of other land for the United Nations mission, humanitarian agencies, and internally displaced people from the region;
- (b) Afghanistan, where 90 per cent of 233 cleared minefields are now being used productively;
- (c) Côte d'Ivoire, where 45 weapons and ammunition storage sites were repaired;
- (d) The Democratic Republic of the Congo, where the United Nations Mine Action Coordination Centre worked with the United Nations Stabilization Mission after the recent conflict to quickly assess and clear Goma Airport and its surroundings;
- (e) Libya, where United Nations Mine Action Service teams, deployed through UNOPS, helped the country to begin coming to grips with its ammunition management issues;

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<sup>2</sup> Referred to throughout in the context of United Nations Security Council resolution 1244/99

- (f) Palestine, where nearly 3,000 men, women and children living in areas subject to the conflict attended awareness sessions on the risks of explosive remnants of war;
- (g) Somalia, where the lives of over 250,000 Somalis were improved by the removal of hazardous items, raising of awareness, and opening of areas for humanitarian access;
- (h) South Sudan, where there was a 92 per cent drop in the number of people killed and injured by mines;
- (i) Sudan, where over 80,000 people received mine risk education messages through mobile theatre shows, radio broadcasts, campaigns and educational materials funded through UNOPS-managed grants; and
- (j) Syria, where the project worked in direct support of the United Nations Country Team, in response to the ongoing humanitarian crisis.

### **Box 3. Improved training facility boosts police capacity in Palestine**

The Palestine College for Police Sciences, in Jericho, was inaugurated in 2012, following an extensive upgrade, and is now providing state-of-the-art training facilities to the Palestinian civil police, as well as strengthening gender equality within the force.

UNOPS designed and constructed or rehabilitated 14 buildings for the college, giving special consideration to gender issues to ensure the fair participation and education of female cadets. The college, which could previously support only 150 male cadets at a time, can now accommodate 620 cadets of both sexes. In addition, 72 training staff can now work on-site, making it possible to conduct all civil police training locally and thus standardize procedures across the force.

The €15 million college was funded by the European Commission and the governments of Canada, Denmark, Finland, the Netherlands, Sweden and the United Kingdom.

### **Box 4. Using emergency infrastructure to help reduce mortality rates in refugee camps in South Sudan**

UNOPS is helping its partners drive down mortality rates in remote areas of South Sudan by providing emergency infrastructure services to improve access to more than 180,000 refugees

The 2012 rainy season overwhelmed the five main refugee camps in Maban and Yida, increasing the occurrence of disease and hindering access to humanitarian aid. UNOPS is providing construction services to ensure that supply routes remain functional for relief activities.

On behalf of the Common Humanitarian Fund, for example, UNOPS constructed an 800-metre landing strip at Yida to allow aid agencies better access to refugees and help mitigate the humanitarian crisis in the region.

Initial reports indicate that increased access to clean water, now exceeding the recommended minimum standard, as well as medical supplies brought in through the new airstrip are some of the factors helping to contribute to a steep decline in the local mortality rate. At the start of the project, one in four people admitted to the local clinic died. That rate has now decreased to 2 per cent.

## **D. Goal two: Early recovery of communities affected by natural disasters**

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

61. In post-disaster situations, UNOPS uses labour-intensive methods, where possible, to implement projects. Almost 30 per cent of UNOPS-supported projects in post-disaster situations had the capacity to measure the days of labour that they generated. Together, those projects created nearly 700,000 days of work. For example, a project to build 15 kilometres of road in Haiti for the Government, with funding from the Inter-American Development Bank, injected cash into the community by creating more than 40,000 labour days for local workers, while also providing formal training to engineers from the Ministry of Public Works in the full process of road production.

62. Wherever possible UNOPS measures the outcomes of its post-recovery work. In Sri Lanka, as part of ongoing post-tsunami activities, UNOPS helped construct six anchorages and fishery landing sites, on behalf of the Government and with funding from the International Fund for Agricultural Development. This led to a 70 per cent increase in the number of people using one of the anchorage sites, and a 50 per cent increase in the number of women involved.

63. UNOPS uses its infrastructure expertise to construct secure, stable living arrangements for families left temporarily or permanently homeless by natural disasters. In 2012 this meant building or repairing a total of 5,314 transitional shelters on behalf of partners, more than 3,700 of which were in support of flood-affected families in Pakistan, with funding from the United States Government. This project had a large sustainability focus; it used local materials and trained local labourers in construction techniques while creating 168,000 labour days, hired female social mobilizers to connect with local women and ensure that their needs were met, and provided training in hygiene and disaster risk reduction to shelter beneficiaries.

64. UNOPS helped partners trying to get people back into their homes after a disaster, for example by repairing or demolishing almost 2,500 damaged buildings in post-earthquake Haiti. At the request of UNDP, UNOPS provided support to the legal process to ensure that owners' property rights were clear if buildings needed to be demolished. UNOPS was able to use a debris management network it set up after the earthquake to shift the rubble from these houses, as well as other damaged buildings, processing almost 400,000 cubic metres of debris in total during 2012 and recycling over 80,000 cubic metres. As part of its commitment to economic sustainability, UNOPS developed the capacity of the local demolition industry during this project by helping to develop a set of replicable hygiene and security procedures relating to the demolition process, while reducing the amount of dust created from crushing.

65. UNOPS worked with communities to reduce the threat from future disasters. In Colombia, it provided 360 days of advisory expertise in infrastructure, on behalf of UNDP, to support the implementation of a risk reduction project funded by the United Nations Framework Convention on Climate Change Adaptation Fund.

66. As well as providing disaster risk reduction expertise to infrastructure projects, UNOPS support encompassed project management and the procurement of technical goods. This included supporting volcanic research in the Democratic Republic of the Congo for the European Commission and the Swiss Government.

## **E. Goal three: The ability of people to develop local economies and obtain social services**

67. UNOPS supported local economic development in 2012, and improved access to social services in a variety of environments. For reporting clarity, this section will focus on projects in low- and middle-income countries that have not recently been affected by a conflict (see goal one) or a natural disaster (see goal two).

68. UNOPS managed the supply chain of over 9.6 million doses of medicines in Argentina, Myanmar, and Paraguay, for a range of partners. Over 14.7 million other medical supplies were handled by UNOPS-supported projects such as the multi-donor Three Diseases Fund in Myanmar. Alongside direct health procurement services, UNOPS provided accompanying capacity development activities. For example, in Peru, when buying high-tech medical equipment for the national health insurance provider the project trained medical staff on using the technology, as well as maintenance personnel in its upkeep.

69. Other areas of procurement support to partners included buying over 81,000 items of machinery or equipment and 6,778 vehicles, including ambulances and motorcycles, for various government ministries.

70. UNOPS constructed or renovated four hospitals and refurbished 13 health centres for its partners and constructed or renovated 30 laboratories. For example, seven tuberculosis laboratories were built in India for the Government on behalf the Foundation for Innovative New Diagnostics, with funding from the Global Fund. Each was built in 90 days, as requested by the partner.

71. As implementation partner for the large European Union PROGRES in Serbia, UNOPS helped to drive development on behalf of the Government, the European Union and the Government of Switzerland. This included the reconstruction of a water treatment plant that brought clean water to a quarter of the population of Sjenica and Lebane; the construction of a laboratory in Kursumlija that reduced the time needed for medical tests by 30 per cent; and the procurement of a new refuse truck in Bosilegrad, providing waste collection services to 50 per cent of the people as opposed to the previously served 30 per cent.

72. In addition to direct implementation and transactional support, UNOPS provided 2,568 person-days of advisory services to its partners in low- and middle-income countries (see box 5). For example, UNOPS has been supporting the efforts of the Government of Kenya to decentralize public procurement services in line with its new constitution. The team interviewed stakeholders around the country, including ministry officials, development partners, local suppliers, and youth and women's groups, using an approach based on an internationally-recognized procurement benchmarking system.

73. UNOPS conducted over 320 research activities for its partners, for example completing infrastructure assessments for community health centres in Indonesia for the Clinton Health Access Initiative, to help ensure that high quality HIV treatment is available where communities need it.

74. A number of projects to support economic sustainability in low- and middle-income countries were supported, such as the multi-partner Enhanced Integrated Framework, a trust fund that helps countries boost local capacity to engage in international trade. In 2012, for example, UNOPS supported a framework-related project funded by Switzerland that taught farmers in the Lao People's Democratic Republic how to practise sustainable farming.

75. UNOPS provided transactional and advisory human resources support to projects in 'goal three' countries, recruiting 1,322 experts and administering contracts for 1,869 personnel on behalf of our partners. For example, UNOPS

recruited experts to support the implementation of the European Union Election Observation Mission to Kenya, including a gender analyst to promote the representation of women in the voting process.

76. Alongside its operational support to projects in the field, UNOPS organized 205 conferences or events, often as support to high-level programmatic initiatives designed to improve South-South cooperation on behalf of UNDP, such as strengthening the capacity of the Group of 77.

**Box 5: Providing infrastructure, procurement and management support to health care in Nicaragua**

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

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

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

**F. Goal four: Environmental sustainability and adaptation to climate change**

77. On behalf of its partners, in 2012 UNOPS helped communities to adapt to climate change, benefit from sustainable energy, protect biodiversity, and address the environmental consequences of natural disasters and conflicts.

78. UNOPS provided support to initiatives helping communities use their resources more efficiently. For example, in Maldives, on behalf of the Government through UNDP, with funding from the Adaptation Fund, UNOPS designed an integrated water resource management network to bring potable water to every household on three islands. To ensure that the project met the needs of all family members, the project board consulted members from the three relevant Islands Women's Development Committees.

79. UNOPS helped its partners build resilience to climate change. Examples include using its project management expertise to run 102 climate change adaptation initiatives across multiple countries for multiple partners; running South-South-based climate change training for 333 journalists in Africa for UNDP and other partners; and building five dams (or hafirs) in Sudan to mitigate the effects of drought, on behalf of UNEP and the Government of the United Kingdom. UNOPS provided procurement services to many climate change projects, such as purchasing satellite data and equipment to monitor the deforestation rate in Indonesia for a REDD+ project, on behalf of the Government and UNDP.

80. UNOPS is able to provide support when the cross-border nature of environmental issues necessitates coordinated international action. For example, in coordination with UNEP and at the request of UNDP, it is executing 20 GEF-funded projects that focus on transboundary water systems. The projects in the International Waters portfolio help countries work together and share knowledge to fight ecological stress such as that caused by a lack of sustainable resource management

or by industrial pollution. UNOPS carried out 15 scientific analyses of water-related concerns and opportunities in 2012, and helped to implement 79 demonstration projects, working, for example, to develop local capacity for sustainable fisheries management across Indonesia, Malaysia and the Philippines.

81. Partners relied on UNOPS to produce 59 reports with a focus on its core areas of expertise, such as feasibility studies for constructing a new biogas plant in Haiti for UNEP. UNOPS supported 170 scientific research projects, including investigating the extent of poaching in Manda National Park, Chad, for UNDP.

82. UNOPS is engaged by UNDP as implementing partner for the GEF Small Grants Programme, which promotes grass-roots actions to address global environmental concerns in the GEF focal areas of biodiversity conservation, climate change mitigation, protection of international waters, prevention of land degradation, forestry management, and the elimination of persistent organic pollutants. The most successful projects have also influenced the formulation of local and national policies. In 2012, UNOPS provided administrative and financial management for about 3,000 projects in more than 125 countries, and channeled approximately \$52 million to non-governmental and community-based organizations. In 2012, these projects included a women's initiative in Comoros to mitigate land degradation and improve living conditions by using solar ovens, and, in Vanuatu, the protection of coral reefs by local communities.

## **G. Cross-cutting concerns**

83. UNOPS intensified its focus on sustainability in 2012. In the future, UNOPS will report against a wide-range of social, economic and environmental sustainability indicators. For 2012, the organization will continue to report against the sustainability criteria captured through its cross-cutting concerns of gender, the environment and national capacity development.

84. In 2012, UNOPS helped partners pursue the cross-cutting initiatives across all four contribution goals. In some cases those concerns were the main focus of the project, but in most they were integrated into a project with a different primary goal.

### ***National capacity development***

85. Almost 50 per cent of all the projects supported by UNOPS are working to develop national capacity in some way, mainly by enhancing institutions or developing skills. In most cases these projects had specific activities related to national capacity development included in their design. For example, UNOPS is providing technical assistance to the National Emergency Rural Access Project in Afghanistan, to help a number of ministries to improve roads and bridges and to work more efficiently. This project involved considerable institution-building of the ministries involved, in addition to creating almost 300,000 labour days in 2012. In Liberia, on behalf of UNDP, UNOPS provided male and female labourers with construction training while upgrading the National Police Training Academy.

86. In about 15 per cent of the cases where capacity development outputs had not been specifically included in the original design, UNOPS project managers were able to include some elements of capacity-building, often through on-the-job training with local authorities or communities. For example, when building steel-truss bridges in Sri Lanka for the Government, UNOPS brought in trainee engineers from local universities to develop their bridge-building and project management skills.

87. UNOPS frequently works to share best practices across the development arena. In Haiti, for example, UNOPS worked with the Government and UNFPA to create replicable designs for constructing maternity clinics. This made it easier for development bodies to fulfill local needs while meeting international standards in maternal care.

88. As part of its project management support, UNOPS provided formal training while implementing projects for its partners in a range of sectors, helping to expand the skills and knowledge of over 21,000 people. While implementing a wide range of projects for different partners in Iraq, for example, UNOPS organized trainings to develop the capacity of state water authorities, journalists, entrepreneurs, non-governmental organizations and members of parliament.

89. As a central procurement resource, UNOPS often develops capacity in the use and maintenance of the equipment it purchases. For example, when buying bomb detection and removal equipment for the Pakistani police with funding from the European Union, UNOPS also trained 40 police officers in its use, increasing safety and local ownership. And when arranging the procurement of solar panels for administrative buildings in the Democratic Republic of the Congo for the governments of the United States of America and the Netherlands, UNOPS ensured that the supplier agreed to provide government technicians with training on how to use and maintain the equipment.

### ***Gender equality and the empowerment of women***

90. In 2012, 32 per cent of the projects supported by UNOPS were working to improve gender equality and the empowerment of women. In most cases these projects had specific ‘gender deliverables’ included in their original design. For example, the European Union PROGRES project, in Serbia, works to strengthen the capacity of local governments, including by supporting them in addressing gender issues.

91. Even in projects where gender equality outputs had not been specifically included in the original design, almost one in five project managers were able to include elements to empower women. Many of these projects created jobs for women, such as setting a target of 40 per cent female labourers on UNOPS-supported building projects in Haiti. Others made it easier for women to return to work, such as including a day care facility in the design of the new United Nations hub in Panama.

92. Other projects increased equality by offering direct training to women. In Haiti, for example, a cholera awareness programme included components specifically targeting women. Some also helped develop capacity for gender sensitivity, such as the Norway-India Partnership Initiative, which seeks to reduce child and maternal mortality rates in India, and which in 2012 developed a gender manual for health workers.

93. About half of the projects working on gender empowerment boosted women’s access to social services and opportunities, building facilities to enable girls and women to receive justice, education, and healthcare. For example, UNOPS built two primary schools in South Sudan for the Italian Government in a project which is trying to improve girls’ education rates by forming girls clubs, running workshops on girls’ right to education, distributing sanitary napkins, and providing training on their use to mothers and female students.

### ***Environmental sustainability***

94. In 2012, 31 per cent of the projects supported by UNOPS were working to improve environmental sustainability, either directly or by ensuring the sustainable use of natural resources, incorporating sustainable building techniques, or promoting renewable energy.

95. As well as the hundreds of environmental sub-projects run by the GEF Small Grants Programme, 109 UNOPS-implemented projects focused primarily on the environment (see goal four). Just over 100 of the remaining projects had cross-cutting sustainability outputs included in their design, and 58 project managers added elements to increase environmental sustainability during implementation.



96. In implementing projects, UNOPS works closely with local communities and civil society groups to minimize or mitigate any negative environmental impact. One example was a road-building project in Afghanistan, implemented by the Government with UNOPS support, on behalf of a number of funders. The project created an environmental and social management plan for each separate road, addressing issues such as tree loss, land acquisition, soil disposal, and air, noise and water pollution. The plan was added to the bidding documents to ensure that all contractors were aware of their environmental and social responsibilities.

97. Natural resources were used sustainably in a variety of ways, from the selection of building materials to the promotion of recycling. Sustainable building techniques were included in construction projects wherever possible, such as minimizing the use of concrete when building shelters in Pakistan on behalf of the United States Government.

98. In planning its operations, UNOPS pays particular attention to ensuring that the latest technologies and up-to-date sustainable construction techniques are used. This leads to more durable buildings that use fewer resources. When constructing the new UNDP premises in Brasilia, for example, UNOPS designed the building to save energy through a combination of shades to cool the interior, and direct sunlight to warm it. UNOPS also procured energy-saving air-conditioning units and water-saving taps. Water management is a growing feature of UNOPS construction services: a number of projects include rainwater capture systems and irrigation plans.

99. Renewable energy technologies were promoted by, for example, purchasing solar panels for projects in the Democratic Republic of the Congo, Guatemala, Palestine and South Sudan, for a large number of different partners.

100. Many projects used environmental criteria during procurement processes, or when overseeing grants. For example, in Ethiopia, where UNOPS is the local fund agent of the Global Fund, the organization helps its implementing partners to use only insecticides that comply with international environmental standards.

#### **Box 6. Improving health for indigenous families in Paraguay**

Hundreds of indigenous families living in poverty in Paraguay received the training and equipment necessary to improve sanitation and environmental sustainability in local communities.

Through an agreement with UNDP and funding from the Government of Paraguay, UNOPS provided infrastructure management services for the pilot project, which is constructing 112 'basic sanitation units' for households, including bathing and cooking areas.

As well as constructing the facilities, the project worked directly with community organizations and families, providing training in health, hygiene and the sustainable use of water, together with gender equality and civil participation. The project developed a methodology to help institutions better implement solid-waste management plans in rural and indigenous communities.

UNOPS worked with national, local and indigenous authorities throughout the project.