



 **UNOPS**

**SERVING  
PEOPLE  
IN NEED**

Cover photo: LIFT/Jacquetta Hayes

Publication date: July 2015 © UNOPS



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SECTION 1  
SERVING  
PEOPLE IN  
NEED



SECTION 2  
HELP  
WHERE IT'S  
NEEDED  
MOST



SECTION 3  
OUR  
PRIORITIES



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**SERVING  
PEOPLE IN NEED**



Photo: UN Photo/Mark Garten

## MESSAGE FROM THE SECRETARY-GENERAL

AT A RECEPTION MARKING  
THE 20TH ANNIVERSARY OF UNOPS  
NEW YORK, 27 JANUARY 2015

It is a pleasure to congratulate UNOPS on its [20th anniversary](#). UNOPS plays an invaluable role in helping the United Nations system to address some of the major peacebuilding, humanitarian and development challenges of our time. UNOPS possesses immense technical expertise in infrastructure, including roads, schools, hospitals and airports. It provides effective project management. It is a trusted actor in the field of UN procurement. And it is a self-financing entity – a testament to the effectiveness of its services.

UNOPS has been a key partner in post-disaster recovery, from the massive earthquake in Haiti to the tsunami that devastated parts of Sri Lanka. In Sudan, UNOPS has helped the United Nations and its partners carry out major projects, including the rehabilitation of a dam to provide 70,000 people with secure access to water. The efforts of UNOPS have also had important benefits in empowering women and building national capacity.

UNOPS is about getting things done. That spirit will be especially important in implementing the post-2015 development agenda and the expected global agreement on climate change. I am pressing Member States to keep ambition high and to adopt bold, inspiring measures this year to set the world on course for a more peaceful, sustainable and equitable future.

This year's decisions will have major impacts on UN activities across the world. They will also heighten the expectations of the global public for effective action by the UN system. I thank UNOPS and its personnel across the world for their dedication, for their entrepreneurial energies and for their efforts to strengthen the support we provide to Member States. I look forward to many more years of delivering meaningful, cost-effective and life-changing services. Congratulations again on this milestone.



*Photo: Government of Norway/Torgeir Haugaard*

## MESSAGE FROM THE EXECUTIVE DIRECTOR

The international community is witnessing a year of historic changes. This September, world leaders will chart the course to 2030, setting into action [Sustainable Development Goals \(SDGs\)](#) that will lead and shape the post-2015 development agenda.

This is a year where we are called to embrace change. Not only at the General Assembly in New York with the SDGs, but in Addis Ababa, at the [Third International Conference on Financing for Development](#) in July, and in Paris this December, at the UN Climate Change Conference.

While the topics discussed vary, they issue a common call. As the Secretary-General has noted in his call-to-action synthesis report, “The Road to Dignity by 2030”<sup>1</sup>, transformation is our new watchword. We are being called to embrace change – change in our

societies, change in the management of our economies and change in our relationship with the planet.

70 years on from the creation of the [Charter of the United Nations](#), this year we look back on our collective achievements, building on the commitments pledged by Member States to the global community in 1945 – for peace, security and respect for human rights.

The UN is a participant of change and must respond to a changing donor environment. New partnerships to finance the post-2015 development agenda will help lead the way to fulfilling our obligations under the UN Charter.

This year UNOPS celebrates 20 years as an independent entity of the UN family. Partnerships have always been the foundation of UNOPS work.

<sup>1</sup> [http://www.un.org/disabilities/documents/reports/SG\\_Synthesis\\_Report\\_Road\\_to\\_Dignity\\_by\\_2030.pdf](http://www.un.org/disabilities/documents/reports/SG_Synthesis_Report_Road_to_Dignity_by_2030.pdf)

In 2014 we supported more than 1,200 projects in over 80 countries on behalf of our partners.

As a self-financing organization, we are well-placed to build upon our experience in cooperation with a wide range of development actors, including members of the UN family, national governments, international foundations and the private sector, to meet new development challenges to 2030.

2014 was a year of unprecedented humanitarian challenges – the [Ebola virus disease outbreak](#), and continued threats to peace and stability in Syria, Iraq, South Sudan and the Central African Republic. Last year was the first time since World War II that the number of forcibly displaced people worldwide has exceeded 50 million.

The international community must work together to explore new avenues of cooperation, to find solutions to the conflicts that affect our world today and to realize all of the important work that has been done around the world in support of the Millennium Development Goals.

The private sector offers advantages in terms of innovation and new technologies, as well as the ability to mobilize financial resources with great efficiency.

A UN “fit for purpose” is one that works collaboratively, capitalizing on the strengths of a wide range of partners to respond to major humanitarian, development and peacebuilding challenges.

UNOPS largest partner, the [Department of Peacekeeping Operations](#), contributes to peacebuilding in some of the world’s most challenging environments, including through the important work of the [UN Mine Action Service \(UNMAS\)](#). Through the generous support of UN Member States, UNMAS is able to carry out its work, spearheading resource mobilization, data and information management and technical assistance, to champion the UN’s vision of a world free from landmines and unexploded ordinance, where individuals and communities can live in safe and productive environments.

With the support of our partners, UNOPS helps contribute to a UN “fit for purpose” by ensuring a high level of excellence and risk management in our implementation operations, while promoting resilience and national ownership throughout all of our work.

The need to identify, manage and reduce or eliminate risks has become even more critical with the frequency and intensity of natural events predicted to rise due to climate change. UNOPS helps partners around the world build infrastructure that increases the resilience of communities against shocks and stresses, including natural hazards. This year we contributed to the new [Sendai Framework for Disaster Risk Reduction](#), which outlines a set of priorities to ensure that countries build-back-better after disasters.

Efforts to increase the effectiveness of development cooperation in building sustainable infrastructure and more need to be based on the basic principles of country ownership, with a focus on results, inclusive partnerships, transparency and accountability.

This publication highlights some of the projects that UNOPS implemented for its partners in 2014, advancing sustainable implementation projects in development, humanitarian and peacebuilding contexts. It is my hope that this brochure also serves to highlight the value-added contribution that UNOPS makes to the UN system in its mandated areas – project management, infrastructure and procurement – in support of the post-2015 development agenda.

We stand ready to support our partners in the building of a better future.



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Grete Faremo



*In Jordan's Azraq refugee camp, now home to over 17,000 Syrian refugees, UNOPS worked hand-in-hand with the Canadian Department of Foreign Affairs, Trade and Development and the Syrian Refugee Affairs Directorate, to build and equip security facilities to help the Jordanian government maintain law-and-order in the camp.*

*Photo: UNOPS/Alison Cassells*

## WHO WE ARE

UNOPS origins trace back to 1973, and until 1994 the Office for Project Services was a part of the [United Nations Development Programme \(UNDP\)](#). By decision of the General Assembly, UNOPS became a separate, self-financed entity within the UN development system on 1 January 1995.

### MISSION

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

### VISION

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

## KEY RESULTS 2014

The figures below show an aggregate of key operational results completed on behalf of partners around the world in 2014.



**175**

bridges designed,  
constructed  
or rehabilitated



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



**4,577 km**  
of roads designed,  
constructed or  
rehabilitated



more than  
**31,000 days**  
of advisory  
services provided



more than  
**17.8 million**  
medical supplies  
were handled



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



more than  
**\$669 million**  
worth of goods  
and services  
for partners



more than  
**84,000**  
people trained



more than  
**5,500**  
vehicles procured



**30**  
schools and one  
university designed,  
constructed or  
rehabilitated



**10**  
police stations and  
11 prisons designed,  
constructed or  
rehabilitated



**18**  
hospitals and health  
clinics designed,  
constructed or  
rehabilitated

# WHERE WE WORK

**Haiti**  
Well-being for all ages: helping reduce child mortality in Haiti.  
Read more on page [23](#) >>

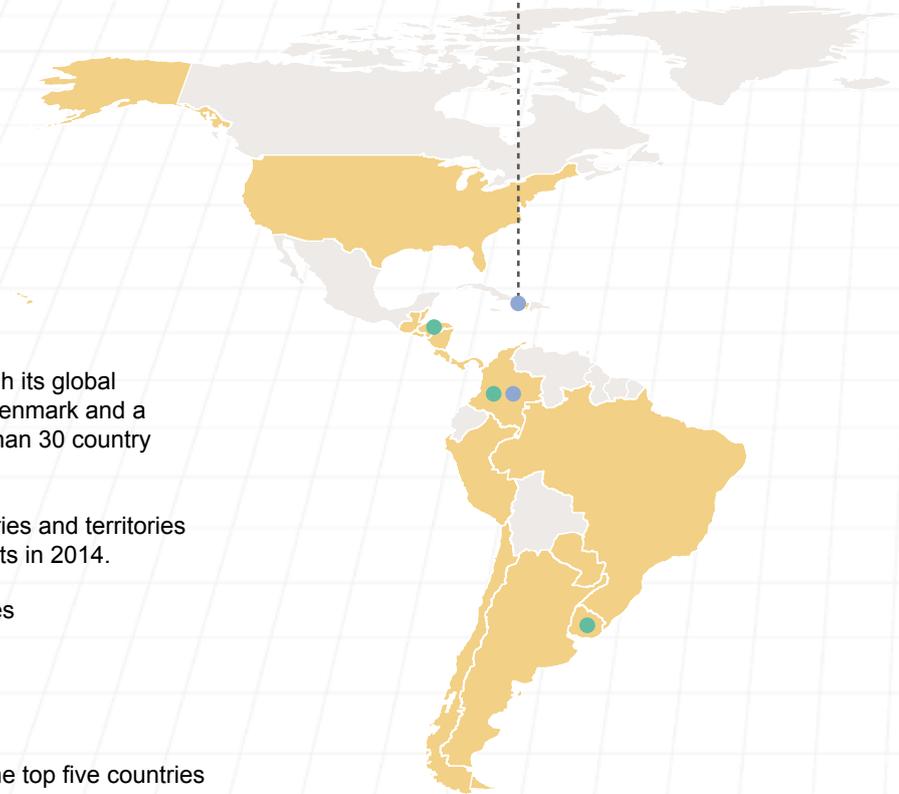
UNOPS delivers services through its global headquarters in Copenhagen, Denmark and a decentralized network of more than 30 country and partnership offices.

This map shows all of the countries and territories where UNOPS supported projects in 2014.

 Countries and territories

In addition, the map highlights the top five countries by volume that are members of the g7+, a voluntary association of 20 countries that are or have been affected by conflict and are now in transition to the next stage of development.

 Top five g7+



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.

**South Sudan**   
Promoting primary education  
for girls in South Sudan.  
Read more on page [43](#) >>

**Somalia**   
UNMAS case study.  
Read more on page [61](#) >>



It also illustrates the diverse types of partnerships through which UNOPS worked in 2014 including the United Nations system, multilateral institutions, governments, inter-governmental organizations, and foundations. For more details on who we work with, see page [56](#).

 United Nations Mine Action Service (UNMAS) (page [60](#))

 The European Commission (page [21](#))

 The Global Fund (page [35](#))

 The Gates Foundation (page [53](#))

 Middle Income Country Governments (page [31](#))



**HELP WHERE  
IT'S NEEDED MOST**





Photo: UNOPS

## AFGHANISTAN

UNOPS has supported the Government of Afghanistan since 1995, in collaboration with donor governments, UN organizations and other partners.

This includes supporting the Government with its national reconstruction and development efforts, focusing on the promotion of national ownership and capacity development. In 2014, UNOPS delivered more than \$172 million worth of projects, providing sustainable infrastructure, procurement and project management services.

*Left: Participants at a human resources and gender training held for headquarters and provincial staff of the Afghanistan Independent Electoral Complaints Commission in June 2014.*

*Photo: UNOPS/Veton Kasapoli*



**Top-left:** Commissioner Reeda Azimi presents evidence during open sessions held in May 2014.  
**Bottom-left:** Provincial commissioners at the IECC oath-taking ceremony.

Photos: UNOPS/Veton Kasapalli

## PARTNERS

International Foundation for Electoral Systems and UNDP

# BUILDING ACCOUNTABLE INSTITUTIONS IN AFGHANISTAN

Last year marked the first democratic transfer of power in Afghanistan's history, and UNOPS supported the historic moment by setting up and providing full operational support to the Afghanistan Independent Electoral Complaints Commission (IECC), right in time for the elections. The newly permanent commission is giving credibility and legitimacy to the electoral process in the country.

UNOPS provision of support to the IECC commenced in October 2013 on behalf of UNDP and in close consultation with the International Foundation for Electoral Systems (IFES), which provides technical support and assistance to the IECC on all aspects of electoral dispute resolution.

As part of its role, UNOPS recruited 472 staff during 2014, and at its peak the commission had 350 staff to run the secretariat in Kabul and the 34 provincial offices. UNOPS also procured office space – both premises

and containers – as well as furniture, stationery, IT and communications equipment, and other necessary supplies, in addition to upgrading security standards for personnel.

Making use of emergency procurement procedures, UNOPS promptly met all short-notice and last-minute requests that were necessary to ensure the IECC was operational and functional in time for the presidential and provincial council elections on April 5.

Additionally, UNOPS and IFES supported a series of open sessions, where complaints were presented in front of observers, civil society organizations and media representatives, making the grievance handling process more transparent – the first time this had ever happened in Afghanistan. This included helping with the production of public service announcements before, during and after the complaints adjudication process.

Before



After



“

***This is the first time  
we have seen a vehicle  
passing through our  
village in 20 years.”***

*– one resident when the road  
was completed in 2012*

---



Photo: UNOPS/Dorothee Clette

*Left: Before and after shots of one of the 12 bridges  
UNOPS worked on as part of a four-year project  
funded by the European Commission.*

Photo: UNOPS/Tchagnaou Essotina

## DR CONGO

UNOPS has worked in the Democratic Republic of the Congo (DR Congo) since 1999, supporting partners in road and building construction, disaster risk management, water and sanitation infrastructure and emergency humanitarian assistance. In 2014, UNOPS provided projects throughout the DR Congo worth almost \$38 million.



*Left: This four-year project aims to revitalize agricultural production in the north-west of the country, through the construction and rehabilitation of key bridges and roads.*

*Photo: UNOPS/Tchagnaou Essotina*

## PARTNER

[European Commission](#)

# CONNECTING MARKETS, BUILDING ECONOMIES: BUILDING RESILIENT INFRASTRUCTURE IN DR CONGO

In a remote area of the DR Congo, 1,200 kilometres (km) from the capital Kinshasa, 12 bridges have helped open access to local markets, benefitting some 340,000 people.

These bridges are part of a four-year project to revitalize agricultural production in the north-west of the country, through the construction and rehabilitation of key bridges and roads. Implemented by UNOPS, the \$4.2 million project was funded by the food security instrument of the European Commission and ultimately aims to improve food security in Equatorial Province.

In the first stage of the project, UNOPS rebuilt a key 130-km road to connect the towns of Boende and Monkoto, creating nearly 110,000 days of paid work for local people. Years of war and economic collapse had reduced the road to a foot path and forced local farmers to rely on subsistence agriculture. With a population of over 340,000, many living in isolated farms, the area has been particularly affected by a lack of reliable transport infrastructure.

To ensure lasting results, UNOPS established 21 road maintenance committees, equipping local road authorities with the machinery and knowledge needed to maintain the road in the long term.

The re-opening of this road reduced travel time by ten times quicker and cut the price of local staples such as rice and ground nut by half. The project also supported the creation of a federation of 1,000 farmers (including 400 women), bringing together 30 existing farmer organizations.

In the second stage of the project, finalized in 2014, UNOPS built 11 more bridges, to improve access where most needed. One existing bridge along the 130 km road was also rehabilitated in collaboration with local authorities.

The construction and rebuilding of the road and bridges could not have come at a better time. In August 2014, three weeks after the last bridge was finished, an Ebola outbreak (distinct from the one that affected West Africa in 2014/2015) was declared in Lokolia, a village nestled along the road, some 60 km from Boende. The newly completed bridges enabled humanitarian actors to provide emergency relief to the population in Lokolia.

“The road and bridges played a crucial role, as access by helicopter would have been very difficult to implement given the remoteness and difficult terrain,” explained Christian Fortier, the World Food Programme’s Head of Logistics in DR Congo, who coordinated the transportation of emergency food and non-food items. The outbreak, which caused 49 deaths, was contained and officially ended on November 15.

For Baudoin Kakule Ndungo, the Provincial Director of the Congolese Roads Authority, “this road is of vital importance at a local but also at a national level, as shown by the response to the Ebola outbreak.”

*This case study has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official position of the European Union.*



“

***These essential services will help reduce the mortality rate among children and improve access for children, women and men to quality, specialized health services in Artibonite.”***

*– Paula Caldwell St-Onge,  
Canadian Ambassador to Haiti*

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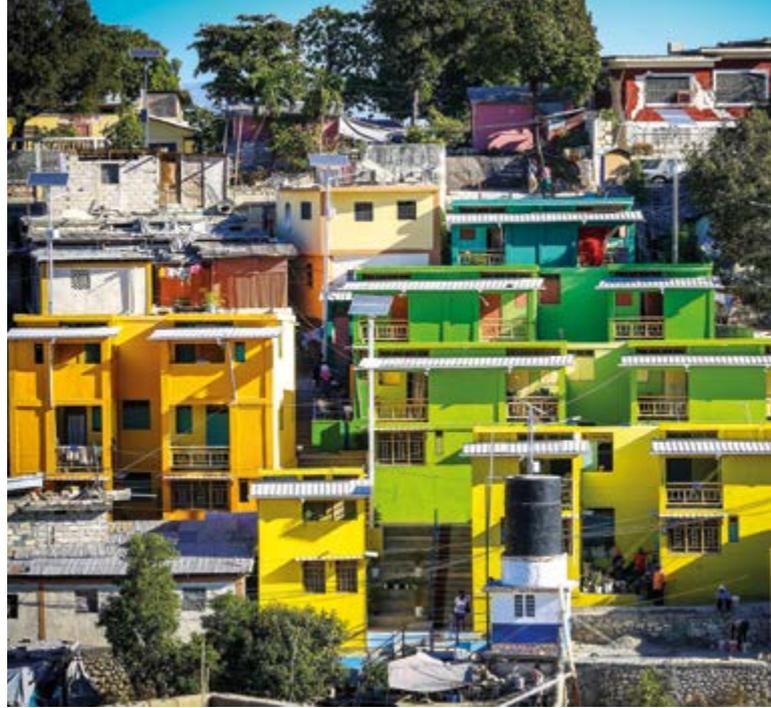


Photo: UNOPS/Claude-André Nadon

## HAITI

UNOPS has supported Haiti and development partners in the country since 2004, delivering a broad range of projects. Since the 2010 earthquake, UNOPS has provided continuous project management, procurement and infrastructure support to Haiti, from early recovery and reconstruction to disaster risk reduction and sustainable development.

In 2014, UNOPS delivered projects totalling around \$33 million. Our services have transitioned from debris management and shelter construction to sustainable urban development, road and transportation services, health services, promoting the rule of law, sustainable rural development and support to other United Nations organizations in Haiti.

Last year, a [brand new state-of-the-art health facility opened in Gonaïves](#), in the north of the country, 10 years after a hurricane destroyed the original city hospital.

*Left: In Haiti, UNOPS partnered with the Ministry of Public Health and Population to build a new hospital in Gonaïves.*

*Photo: UNOPS*



*Left: Funded by the Government of Canada, the 200-bed hospital is providing paediatrics, internal medicine, emergency care and surgery services.*

*Photo: UNOPS*

## PARTNERS

Government of Canada and Government of Haiti

# WELL-BEING FOR ALL AGES: HELPING REDUCE CHILD MORTALITY IN HAITI

Funded by a \$30 million grant from the Canadian Government, Providence Hospital in Haiti's Gonaïves commune was constructed by UNOPS in partnership with the Ministry of Public Health and Population. The inauguration ceremony, held in November 2014, was attended by the First Lady, Sophia Martelly, and the Minister of Public Health and Population, Florence Duperval Guillaume.

The original Providence Hospital was destroyed by Hurricane Jeanne in 2004. After Gonaïves was hit by two additional hurricanes in 2008, health services were provided to the community out of a makeshift set-up in a nearby warehouse.

Construction began in 2012 after a pre-investment study conducted by the World Health Organization (WHO), the Ministry of Public Health and Population, and UNOPS concluded that maternal and child health care should be the primary function of the hospital.

The 200-bed facility, spanning 10,500 square metres, will also provide paediatrics, internal medicine, emergency

care and surgery services to residents of Artibonite, Haiti's largest department, expanding modern health care in the country. To support capacity building, the project will provide training to staff in hospital management and the use and maintenance of medical equipment.

A range of sustainability considerations were incorporated into the design of the hospital to ensure its long-term operation, including using reinforced concrete in order to strengthen the facility's resilience to earthquakes and hurricanes.

The hospital also features an environmentally sustainable design that uses locally sourced materials, maximizes natural lighting and ventilation, and harvests rain water. In addition to the installation of 1,200 LED interior lighting units to reduce energy consumption, the facility will be equipped with a 4,300 square metre, self-cleaning solar panel system that will generate 200 kilovolt-amps to power the hospital. The system will be installed by UNOPS in 2015, and is funded by a \$2.5 million grant from the Mexican Government.





Photo: UNAMI

*Left: A woman casts her vote in Iraq where UNOPS provides support to the Independent High Electoral Commission.*

*Photo: UNAMI*

## IRAQ

Over the past decade, UNOPS has provided a range of project development, technical management and infrastructure-related services in Iraq. UNOPS was the second-largest implementer of projects for the United Nations Development Group Iraq Trust Fund, running 43 projects on its behalf between 2004 and 2013. In 2014, UNOPS provided over \$24 million in support of development, humanitarian and peace-building activities in the country.



*Left: UNOPS personnel demonstrate how to use the solar-powered lamps delivered to internally displaced persons (IDPs) sheltering in the Kurdistan Region of Iraq.*

*Photo: UNAMI/Fabienne Vinet*

## PARTNERS

Saudi Humanitarian Fund for Iraq and the UN Office for the Coordination of Humanitarian Affairs

# RENEWABLE ENERGY HELPS IMPROVE HEALTH AND SAFETY CONDITIONS FOR DISPLACED FAMILIES IN IRAQ

Internally displaced women and children from the Kurdistan Region of Iraq feel safer using water and sanitation facilities at night because they now have a source of light, provided through a \$15.7 million project.

Over 2014, UNOPS distributed 24,142 solar lamps and mobile-phone charging kits to families in the Kurdistan Region of Iraq, in coordination with relevant UN agencies and as part of emergency relief efforts to assist internally displaced persons (IDPs). Funded by the Saudi Humanitarian Fund for Iraq, in cooperation with the UN Office for the Coordination of Humanitarian Affairs, the charging kits are providing reliable access to electricity to over 117,000 individuals sheltering across northern Iraq.

“Regular electricity in the camp is only on for 12 to 15 hours. During the winter people were not able to leave their tents at night. The solar electricity filled this gap and was very important because people needed light,” said Sirwan Jafer, the Baharka IDP Camp Manager and Project Manager.

Using renewable energy, the solar kits provide both a light source as well as charging capabilities for small electronic devices. The solar kit includes two detachable lanterns, which provide increased security for families. The kit’s mobile phone charger allows IDPs to keep in closer contact with family members and friends.

The kits closely align with UNOPS commitment to sustainability, offering a light-weight, portable and durable power source that enables the IDPs to easily use them when needed.

“The nature of the crisis here is fluid, so we wanted to ensure that the IDPs had a mobile solution and could easily take the lamps with them,” explained Kareem Elbayar, UNOPS Programme Manager.

Since the beginning of 2014, more than 850,000 people have sought refuge in the Kurdistan Region of Iraq.



## PARTNERS

Honduras Institute of Social Security (IHSS); Honduras Ministry of Health; Pan-American Health Organization; Municipality of Bogota, Colombia; National Procurement Agency of Uruguay (ACCE); State Health Services Administration of Uruguay (ASSE); Inter-American Centre for Knowledge Development in Vocational Training; Government of Uruguay



***The best investment the public sector could make is recognizing the importance of public procurement ... [it is important] to send a very clear message to the markets that the state is an intelligent buyer.”***

*– Jose Moscoso,  
Procurement Advisory  
Services Lead*

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*Left: UNOPS supports the implementation of a range of projects in Colombia, with a focus on health, infrastructure and sustainable resource management.*

*Photo: UNOPS/Daniel Peña*

# LATIN AMERICA

## STRENGTHENING INSTITUTIONAL PROCESSES IN LATIN AMERICA

### UNOPS IN COLOMBIA

UNOPS has been working with partners in Colombia since 2012, supporting UN organizations and the Government with the implementation of a range of projects with a focus on health, infrastructure and the sustainable management of energy and natural resources. UNOPS also provides administrative, advisory and related services to partners in the country.

UNOPS worked with the Municipality of Bogotá to improve their operational procedures and public procurement processes. In 2014, UNOPS reviewed over 200 processes for the Municipality in four work areas: education, health, social services and transport. UNOPS provided recommendations for improvements in each of these areas, in addition to the Office of the Secretary General of the Municipality.



*Left: In Colonia, south-west Uruguay, UNOPS is supporting the Government of Uruguay with the construction of a new 50-bed hospital.*

*Photo: UNOPS/Lucia Caldeiro*

## UNOPS IN HONDURAS

In 2014, UNOPS provided technical assistance to the Honduras Institute of Social Security (IHSS) and the Ministry of Health, procuring essential medicines and vital medical supplies in response to a critical shortage of both in the country. These included insecticides against dengue fever, a mosquito-borne viral infection.

In 2013, Honduras had declared a state of emergency after an outbreak of the disease affected over 12,000 people. UNOPS procured 44 million doses of medicine and 2.1 million medical and surgical supplies for the IHSS, which supplied 27 public hospital and more than 1,600 health centres across the country. Through UNOPS procurement services, the Ministry of Health purchased medicines and medical supplies at a reduced price, saving up to 300 percent off of the initial reference prices.

In addition to its work with the Ministry of Health and IHSS in 2014, UNOPS provided technical assistance to the Pan American Health Organization. UNOPS is also assisting the Francisco Morazán National University (UPNFM) to procure educational materials, and support the renewal of the university's ICT networks.

## UNOPS IN URUGUAY

UNOPS has been present in Uruguay since 2009. Since then, UNOPS has been working with local governments, as well as the Government of Uruguay, along with UN partners, in the implementation of sustainable infrastructure and procurement projects, with a focus on the health sector.

UNOPS has been working with Uruguay's national procurement agency, ACCE, since 2012, the year of its founding. UNOPS is supporting the agency with technical assistance on capacity development, designing the national framework for public procurement professionalization and supporting ACCE's strategic planning.

Together with the Inter-American Centre for Knowledge Development, UNOPS developed a national competencies matrix for public buyers and the basis for a national certification for public procurement practitioners in the country. UNOPS will also contribute to the design, material development and implementation of the training modules for this certification. A pilot programme, "Basic Certificate for Public Buyers," was developed to this end and will take place in the coming year.

Last year, UNOPS also provided technical assistance to Uruguay's State Health Services Administration, ASSE, which included contract management, the revision of tenders and reviewing infrastructure designs for a hospital in Colonia. UNOPS worked closely with local technical staff when reviewing infrastructure designs, using lessons learned and regional best practices for capacity development. Through these revisions, renewable energy was integrated into the design, as well as structural improvements to improve functionality and reduce maintenance costs.





Photo: LIFT/Jacquetta Hayes

## MYANMAR

UNOPS has been present in Myanmar since 1996, supporting a range of health and food security initiatives throughout the country. This has included administering funds and providing monitoring and oversight for the [Livelihoods and Food Security Trust Fund \(LIFT\)](#), and acting as the Fund Manager for the [Three Millennium Development Goal Fund \(3MDG Fund\)](#), which supports the provision of health services in the country, in partnership with the Ministry of Health. UNOPS is also the Principal Recipient for the [Global Fund to Fight AIDS, Tuberculosis and Malaria](#), as well as the [Regional Artemisinin Initiative \(RAI\)](#), which works to combat the spread of malaria. Through UNOPS involvement in these three initiatives, UNOPS trained more than 33,000 local people in health prevention techniques in Myanmar in 2014.

*Left: Rice farmers face significant constraints to productivity in Myanmar, such as a lack of access to good-quality seed and a shortage of skilled labour. The Livelihoods and Food Security Trust Fund (LIFT) and UNOPS are working together to address these challenges through a farmer education programme.*

Photo: LIFT



*Left: LIFT targets smallholder farming families and the landless rural poor in Myanmar, funding projects that help them to raise their incomes, improve their nutrition and food security, and live better lives.*

Photo: LIFT

## PARTNERS

LIFT: Australia, Denmark, the European Union, France, Ireland, the Netherlands, New Zealand, Sweden, Switzerland, the United Kingdom and the United States of America

# SUPPORTING FOOD SECURITY AND SUSTAINABLE AGRICULTURE IN MYANMAR

LIFT assists the country in its efforts to achieve [Millennium Development Goal 1](#): reducing the number of people living in poverty and hunger by half.

LIFT targets smallholder farming families and the landless rural poor, funding projects that help them to raise their incomes, improve their nutrition and food security, and live better lives. LIFT projects provide opportunity for sustainable growth, quality harvests, improved and innovative access to credit, value chains and markets, while at the same time bolstering people's ability to cope with setbacks and change. The fund also generates credible research to improve programme design and inform the development of pro-poor policies.

In 2014, LIFT was supported by eleven donors: Australia, Denmark, the European Union, France, Ireland, the Netherlands, New Zealand, Switzerland, Sweden, the United Kingdom and the United States of America. With a focus on aid effectiveness, \$206 million has been pooled to support more than 90 projects across Myanmar. LIFT is active in more than half of the townships in the country and has reached 2.7 million people — or roughly five percent of the population.

## HELPING FARMERS TO STAY ONE STEP AHEAD OF CLIMATE CHANGE

LIFT funds a number of projects for 'farmer extension services,' or training and access to new and innovative technologies. These projects provide smallholder farmers

with the knowledge to stay one step ahead of changing climatic conditions. A project that is showing dramatic results is by partner Proximity Designs: their Farm Advisory Services (FAS) team have identified a timing window in which farmers can successfully cultivate a second annual crop in brackish areas of the Ayeyarwady delta. With this second crop, farmers' incomes have effectively been doubled.

Droughts in the country's Dry Zone are having a knock-on effect in the Ayeyarwady delta. With less water in the rivers, salt from the sea is encroaching upon the rivers and affecting farm land. Since rice is sensitive to salinity, irrigating rice fields with water that is too saline can result in complete crop failure.

The FAS team are demonstrating that if farmers plant their first crop earlier in the year, and then use a faster growing variety of rice for the second crop, they can squeeze both crops in before the water salinity gets too high. The key is when to irrigate the second crop — it is only safe to irrigate when the tide is lowest and the salt content is not high.

FAS have developed a simple lunar chart for the farmers to follow, allowing them to irrigate their crops effectively. So far, over 1,000 farmers have successfully harvested second crops, boosting their incomes and improving the knowledge and skills of farmers. The method can be replicated elsewhere in the region, contributing to more secure and sustainable livelihoods for local people.





Photo: UNOPS/Aleksandar Jocić

## SERBIA

UNOPS has supported sustainable development in Serbia since 2001, providing project management, infrastructure, procurement, human resources, and advisory services. Projects focus on improving governance, the livelihoods of vulnerable communities, health and education infrastructure, water supply and waste management.

In 2014, UNOPS delivered over \$14 million worth of projects in Serbia. This includes the largest project in the country, the [European Partnership with Municipalities Programme \(EU PROGRES\)](#), funded by the European Union and the Governments of Switzerland and Serbia.

*Left: UNOPS Executive Director Grete Faremo meeting government representatives, during her first official visit to Serbia, in early 2015.*

*Photo: Igor Pavićević*



*Left: One of the homes UNOPS rebuilt for Serbian families affected by the 2014 floods.*

*Photo: Igor Pavićević*

## PARTNERS

EU PROGRES; European Union; and the Governments of Canada, France, Norway, Serbia and Switzerland

# REBUILDING INFRASTRUCTURE IN SERBIA

Following the floods and landslides that devastated towns and villages across Serbia in May 2014, UNOPS has been working with partners to rebuild homes and schools, helping families to return to normality.

Thirty-four people were killed and a further 32,000 were forced to leave their homes in the most severe natural disaster to hit the region in 120 years. UNOPS in Serbia is implementing flood rehabilitation and prevention projects to help restore living conditions and to ensure areas are better prepared in the event of any future floods.

UNOPS rehabilitated 12 schools, six kilometres of paved roads, two health facilities, one community centre and 275 private homes in 2014. UNOPS also procured 60,260 kilograms of mosquito-control products, which were delivered to 63 municipalities in the country, in an effort to mitigate the spread of water-borne infections and disease.

In addition to supporting the Serbia Floods Rehabilitation programme, UNOPS is also implementing EU PROGRES, which aims to develop 34 underdeveloped municipalities in the south-east and south-west of the country, as well as projects encouraging the inclusion of vulnerable communities.

“We are committed to supporting people in need. In Serbia, we are currently working on six projects worth over 45 million Euros, including a project to repair infrastructure damaged by the 2014 floods, renovating homes and schools so that thousands of children can return to their studies,” Ms. Faremo said on a visit to Belgrade in early 2015.

Ms. Faremo expressed UNOPS resolve to continue to support the Serbian Government, with the financial support of the European Union and the Governments of Canada, France, Norway, Serbia, Switzerland and the United Kingdom.





***When we educate a young lady, we educate the nation.”***

*– Kongor Deng Kongor,  
Lakes states Director General  
at the Ministry of Education*

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Photo: UNOPS/Jonathan Buckingham

*Left: Access to affordable hygiene products is a key driver for keeping girls in school. To tackle this need, local women were trained in the production of sanitary napkins.*

Photo: UNOPS

## SOUTH SUDAN

In 2014, UNOPS supported partners with the design, construction and rehabilitation of physical infrastructure and provided operational support to government and development organizations in the country, delivering over \$69 million in projects.

UNOPS continues to support its humanitarian partners in improving access to basic services, such as the provision of water and food for people displaced by conflict and natural disaster.



*Left: With help from an Italian-funded project, girls in Lakes and Eastern Equatoria states now have access to improved educational facilities, making them less likely to drop out of school.*

Photo: UNOPS

## PARTNER

Government of Italy

# PROMOTING PRIMARY EDUCATION FOR GIRLS IN SOUTH SUDAN

More girls from Lakes and Eastern Equatoria states of South Sudan can now stay in school because they have access to better educational facilities.

UNOPS managed an Italian-funded project to build and renovate schools, train teachers and local workers, raise awareness, and engage communities, benefiting more than 6,000 local students.

The country has one of the lowest primary school completion rates in the world, at less than 10 percent in 2009 (Education Management Information System). Girls are faced with the most challenging obstacles to regularly attending school, including early marriage and other issues.

The new facilities, including 14 equipped schools, boreholes with fresh drinking water, and separate toilets for girls and boys, help to create a safe and clean learning environment for children and teachers. Local workers were hired and trained in the construction and maintenance of these facilities and up to 200 teachers received training in child-friendly teaching methods.

In order to improve food security for families in the region, vegetable gardens were created on available land at the schools and continue to provide meals for

students and teachers, as well as additional income. Local communities were engaged throughout the project, in order to ensure that the project created the most positive, long-term outcomes and addressed community concerns. For instance, access to affordable hygiene products was identified as a key driver for keeping girls in school. In order to address this need, a large community of local women were trained in the production of sanitary napkins, which are provided to girls for free or at a reduced cost.

Another highlight of the project was the launch of a magazine encouraging girls to be leaders in their communities, as well as the creation of girls' clubs, parent-teacher associations, and health and hygiene workshops for female students and their mothers.

Through the integration of a multi-faceted approach to address underlying issues of low school attendance, especially of girls, the project has helped cut the rate of girls dropping out of school before grade eight by 39 percent in the target areas. The overall school attendance has increased by more than 30 percent. Students in Lakes and Eastern Equatoria states now have access to improved facilities and parents are more willing to send their children to school.





Photo: UNOPS

*Left: Nearly 7,000 children in the Kilinochchi District of Sri Lanka now have access to a safe learning environment, thanks to a UNOPS project funded by the Korean International Cooperation Agency (KOICA).*

*Photo: UNOPS/Eranda Wijewickrama*

## SRI LANKA

In 2014, UNOPS helped partners deliver over \$4.5 million in customized social and economic development projects across Sri Lanka. From building schools and hospitals to waste-management facilities, projects in the country help build national capacity by involving local counterparts and contractors. Our advisory services continue to help local authorities sustain new systems and raise community awareness about resources.

Operating from Sri Lanka, UNOPS also provides quality technical, operational and administrative support to four other countries that are members of the South Asian Association for Regional Cooperation: Bangladesh, Bhutan, Maldives and Nepal.



*Left: The new school facilities, handed over in 2014, include 110 classrooms and 16 computer and science laboratories.*

*Photo: UNOPS/Eranda Wijewickrama*

## PARTNER

[Korea International Cooperation Agency \(KOICA\)](#)

# GIVING SRI LANKAN CHILDREN A SAFER LEARNING ENVIRONMENT

New school facilities are helping nearly 7,000 children from Kilinochchi District, in northern Sri Lanka, access education services in a safe environment.

With funding from KOICA and in partnership with the Ministry of Education of Sri Lanka, UNOPS managed the construction of new classroom buildings and sanitary facilities in twelve schools in the district. The new facilities, handed over in 2014, provided 110 classrooms and 16 computer and science laboratories. The project also delivered three cluster-quarters for staff, which included nine dormitory-type quarters and three family quarters.

Many schools in the district previously used make-shift sheds and the shade of the trees to conduct their classes and meetings, often exposing children and teachers to dust, rain and winds. There was also a serious lack of proper toilet and cleaning facilities, especially for female students.

The new facilities incorporated sustainable designs maximizing the use of natural light and ventilation. The environmentally compatible buildings used reinforced concrete for the support beams in coastal areas,

helping to reduce the effect of rust. Disability-access ramps were installed in classroom buildings and separate toilet facilities were constructed for female students and disabled children, to allow for increased privacy.

“Newly built hand wash basins are the first of their kind in the school. It has introduced a very healthy practice among children who now wash their hands before and after taking meals,” shared one school principal.

The residential staff accommodations in three divisions of the district have been designed to house 72 teachers, who previously had to travel long distances to reach their jobs. These quarters are equipped with beds, tables and sanitary facilities.

The project was completed under-budget and UNOPS used the remaining funds for additional activities including procuring equipment for the schools.

The new school facilities along with a new curriculum have resulted in several schools receiving an improved grading by the Ministry of Education.



# WEST AFRICA

## UNOPS IN LIBERIA

In Liberia, UNOPS supported the country's Ministry of Health with the emergency procurement of much-needed vehicles. UNOPS procured 10 ambulances and 10 pick-ups to transport affected people as well as medical supplies, and provided rapid response support for the World Bank.

## UNOPS IN SIERRA LEONE

UNOPS has been working closely with the National Ebola Response Centre and the UN Mission for Ebola Emergency Response to combat the outbreak of the disease in Sierra Leone. This support included the procurement of 23 pick-up vehicles, nine ambulances and nine hearses, with funding from the Ebola Response Multi-Partner Trust Fund.

## UNOPS IN GUINEA

In 2014, UNOPS continued to work with the European Union on projects to prevent conflict in the country by reintegrating former militants into civil society and engaging unemployed youth in community services. Also with European Union funding, UNOPS helped to improve sanitary conditions for the population of Conakry through the collection and management of wastewater and waste.

*Left: UNOPS purchased nine ambulances, 23 pick-ups and nine hearses using emergency procurement procedures to support the National Ebola Response Centre to treat and stop the transmission of Ebola in Sierra Leone. The ambulances were procured in collaboration with the UN Mission for Ebola Emergency Response, and with funding provided by the Multi-Partner Trust Fund.*

*Photo: UNOPS/Elise Beacom*



*Left: Ebola treatment centre in Nzérékoré, Guinea. UNOPS is helping Governments create a safer environment for those affected by Ebola.*

*Photo: UN/Martine Perret*

## **PARTNERS**

[WHO](#), [World Bank](#), national governments

# **GETTING TO ZERO CASES: SUPPORTING THE EBOLA RESPONSE AND EARLY RECOVERY IN WEST AFRICA**

The first outbreaks of the Ebola virus disease, a serious and often fatal illness, began in March 2014 in West Africa. The current outbreak is the largest since the disease was first discovered in 1976, and as of April 2015, over 10,715 people have lost their lives to Ebola.

Since October 2014, UNOPS has been supporting emergency international efforts to combat the Ebola outbreak in West Africa, providing procurement services and logistical support.

In Liberia, UNOPS partnered with WHO to support the country's Ministry of Health and Social Welfare with the emergency procurement of much-needed vehicles.

UNOPS procured 19 additional ambulances to transport affected people, and provided rapid response support to the Bill & Melinda Gates Foundation.

UNOPS will continue to support Ebola early recovery efforts in 2015, with funding from the World Bank and in close coordination with the UN Mission for Ebola Emergency Response. UNOPS has expanded its assistance to help the Governments of Guinea, Liberia and Sierra Leone address the needs of communities and health workers affected by the crisis, as part of larger recovery efforts in the region.



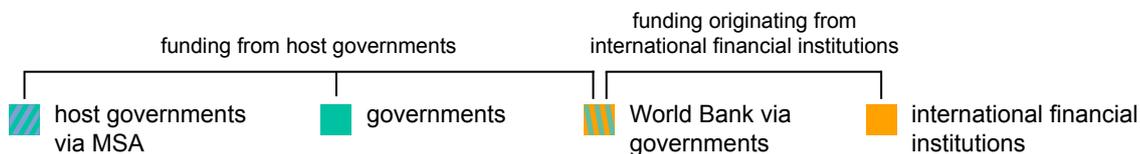
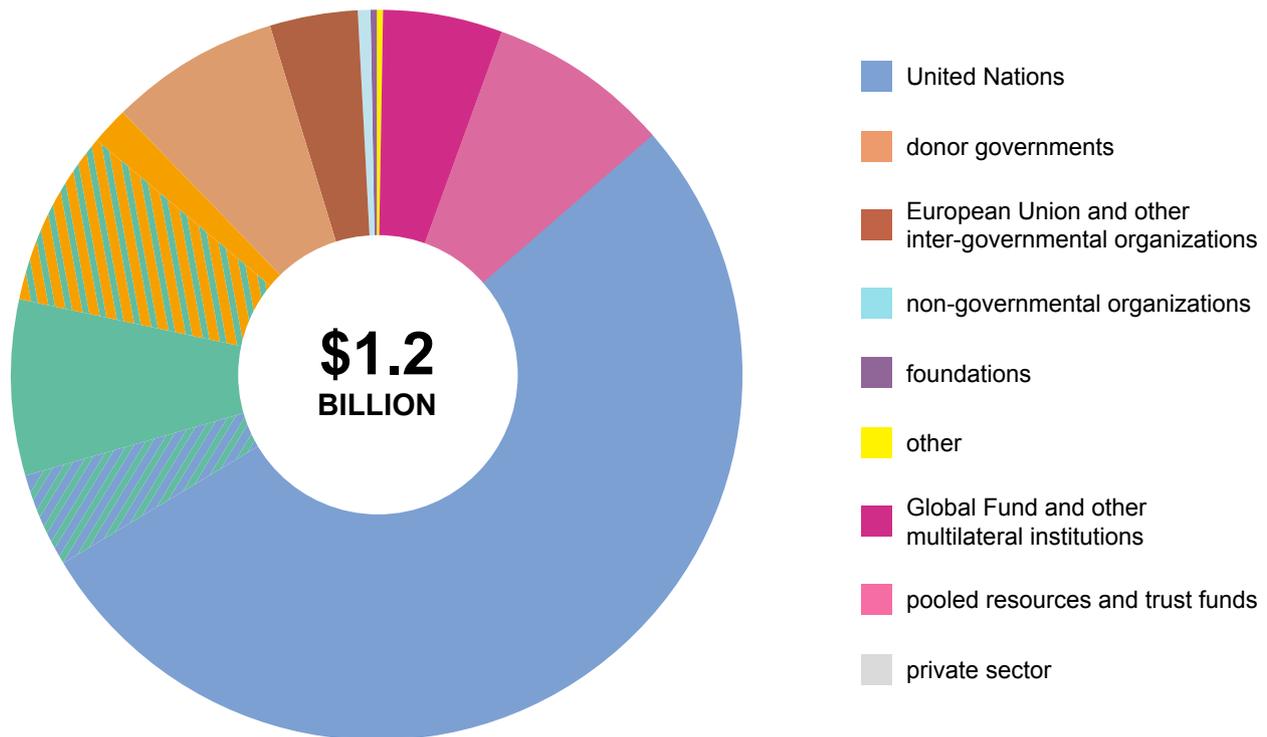
# **OUR PRIORITIES**

# WHO WE WORK WITH

## IMPLEMENTATION EXPENDITURE BY PARTNER GROUP

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

In 2014, UNOPS supported more than 1,200 projects worth \$1.2 billion on behalf of such partners and this visualization shows implementation expenditure according to partner type.



## WHAT OUR PARTNERS SAY ABOUT US

**“Outstanding quality,  
professionalism  
and collaboration.”**

– Alessandra Cabras,  
Political Affairs Officer,  
Department of Political  
Affairs, Office of the Special  
Adviser to the Secretary  
General on Myanmar

**“The answer to your  
complex project  
implementation  
challenges.”**

– Mahir Aliyev, Regional  
Coordinator, United Nations  
Environment Programme,  
Regional Office for Europe

**“A good platform  
for poor, fragile and  
capacity limited  
countries, to deliver  
service and build  
capacity.”**

– Luquan Tian, Senior  
Transport Specialist,  
World Bank

**“An organization that  
rolls up its sleeves and  
gets the work done.”**

– Fulgencio Garrido Ruiz,  
Desk Officer for Sudan and  
South Sudan, European  
Commission’s Directorate-  
General for International  
Cooperation and Development  
(DG DEVCO)

## PARTNERSHIPS

Strong partnerships are the foundation of our work and a pillar of [UNOPS strategic plan, 2014-2017](#). We aim to engage in collaborative partnerships to advance sustainable development, with a focus on sharing our expertise in infrastructure, project management and procurement. 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 or cost-effectiveness.

As a not-for-profit organization, UNOPS is highly motivated to meet the expectations of its partners, while our role as a service provider means that our partners’ priorities and needs dictate the scope, focus and location of our work. UNOPS supports operations in more than 80 countries.



## SUSTAINABLE DEVELOPMENT GOALS

Achieving the Sustainable Development Goals will only be possible with a global partnership of UN organizations, governments, non-governmental organizations and the private sector. As outlined in our [strategic plan 2014-2017](#), UNOPS is firmly committed to working with diverse actors in order to increase efficiency, innovation and encourage collaboration, while being an enabler and active supporter of the [Sustainable Development Goals](#), as part of the post-2015 development agenda.

## KEY PARTNER MANAGEMENT

Key partner management allows UNOPS to extend and deepen relationships with our most valued partners. By creating a systematic process for managing and analysing these relationships, UNOPS looks to increase the quality and value-add of our joint projects, as well as ensure partner satisfaction — an important measure of our success. Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common development goals underscores all of our relationships.

## BEING CLOSER TO OUR PARTNERS

In order to effectively engage with and respond to the ongoing needs and priorities of our partners, UNOPS has a network of partnerships officers and liaison offices in Brussels, Geneva, Nairobi, New York and Washington DC, among others. Our officers act as our interface with key partners at the headquarter level, such as with: the European Union; the Government of Japan; the UN Secretariat; New York- and Geneva-based UN agencies; the World Bank and United States Agency for International Development.

## ENGAGING WITH THE PRIVATE SECTOR

UNOPS recognizes that the way the international community approaches, funds and engages in development is evolving, particularly in areas such as innovative and inclusive financing, global economic governance and capacity development, as discussed at the [Third International Conference on Financing for Development in Addis Ababa, Ethiopia](#), in July 2015.

Engaging in partnerships with private-sector entities has certain advantages in the current global economic climate, such as:

- the ability to mobilize additional resources as Official Development Assistance shrinks;
- allowing UNOPS to offer a wider range of services to partners;
- new, innovative approaches and access to new technologies;
- helping partners to integrate sustainability into their own work;
- increasing cost-effectiveness and efficiency.

As a result of this, cooperation and collaboration between international organizations such as UNOPS and the private sector are increasingly dynamic, while maintaining the focus on the development agenda.

*Left: On behalf of the Government of Japan, UNOPS delivered four new paramedic ambulances to the General Directorate of Jordan Civil Defence in 2014 to serve people in the cities of Mafraq, Irbid and Zarqa.*

*Photo: UNOPS*

#### CASE STUDY:

## UN MINE ACTION SERVICE (UNMAS)

UNMAS collaborates with 14 other UN departments, agencies, programmes and funds to ensure an effective, proactive and coordinated response to the problems of landmines and explosive remnants of war, including cluster munitions.

In 2014, UNOPS supported the work of UNMAS and its partners in mine-action, humanitarian and stabilization explosive management, capacity enhancement of national actors and UN missions, and weapons and ammunition management, in 17 countries and territories. UNOPS provided human resources, procurement, contracting, grants management, technical and operational support, and financial and legal services.

For a total value of approximately \$230 million, UNOPS helped its main partner, UNMAS, deliver a range of results, including in:

#### AFGHANISTAN

12,695 anti-personnel mines, 522 anti-tank mines, 24 abandoned improvised explosive devices, 180,018 items of unexploded ordnances and 113,121 items of small arms ammunition were destroyed. Over 700,000 citizens were provided with mine-risk education across the country.

#### CENTRAL AFRICAN REPUBLIC

Over 100 tonnes of ammunition were safely stored and seven tonnes of degraded ammunition destroyed. Seven hundred and ninety of the 2,684 obsolete weapons safeguarded were destroyed by 12 members of the Gendarmerie and the national army who were trained in the use of a weapons-cutting shear.

## UNMAS WINS UN-WIDE AWARD FOR PROJECT IN HAITI

“Development of a Mobile Weapons Cutting Shear,” an UNMAS project in Haiti, delivered through UNOPS support, won the Innovation award at the 14th annual UN 21 Awards at UN Headquarters on 24 October 2014. The Innovation award was one of five award categories last year. “Development of a Mobile Weapons Cutting Shear” was among three other finalists in the category, including another UNMAS project, “Rightsizing the UNMAS Afghanistan Programme.”

### DARFUR

20 people with disabilities caused by explosive remnants of war were provided with vocation training. One hundred and ninety people, including 25 women, were trained in the manufacture of equipment to help disabled people, resulting in the local production of 500 crutches and 100 wheelchair parts.

### DR CONGO

A total of 26,805 explosive remnants of war and 74 landmines were collected and destroyed. Two national implementing partners supported a ‘training of trainers’ initiative in which 1,832 primary school teachers received mine-risk education training.

### MALI

A total of 786 villages and suspected hazardous areas were surveyed, results in the safe destruction of 347 explosive remnants of war and 57,762 items of small arms ammunition. A total of 24,263 people, almost 50 percent of whom are women and girls, received mine-risk education.

### PALESTINE

UNMAS implements programmes in Gaza and the West Bank. In Gaza, the clearance of schools allowed 250,000 students to return to their classes, and in the West Bank, an area of 71,619 square metres was cleared of landmines.

### SOMALIA

The Somali Police Force explosive ordnance disposal team was provided with training, equipment and mentorship. The police force is now the first responder for disposal callouts in Mogadishu and Baidoa, following training in the disposal of improvised explosive devices.



***Disaster risk reduction is a top priority as we seek to hold back the tide of rising economic and human losses. Its impact can be catastrophic for poverty reduction.”***

*– Ban Ki-moon,  
United Nations Secretary-General*

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## DISASTER RISK REDUCTION FOR RESILIENCE

Disaster Risk Reduction (DRR) aims to build resilience to natural hazards such as earthquakes, floods and cyclones, among other shocks and stresses, through identifying and effectively managing risk.

In practice, this is achieved through the creation of a risk-based culture, establishing risk and vulnerability analysis processes, enhancing capacity and technology, and facilitating access to risk information.

In line with Secretary-General Ban Ki-moon’s call to scale-up UN efforts on building resilience, in 2014 UNOPS established a Disaster Risk Reduction for Resilience Programme (DRR4R) strategy, to align its projects with commitments to current and forthcoming global frameworks, including:

- [The United Nations Plan of Action on DRR4R.](#)
- [The Sendai Framework for Disaster Risk Reduction 2015-2030 \(SFDRR\).](#)
- [The Post-2015 Sustainable Development Goals.](#)
- [The World Humanitarian Summit 2016.](#)



***Our DRR strategy sets out to ensure that UNOPS has a risk-based culture that is fully integrated into all of our activities around the world.”***

*– Grete Faremo,  
Under-Secretary-General and UNOPS  
Executive Director*

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UNOPS DRR4R strategy was presented at the [3rd World Conference on Disaster Risk Reduction in Sendai, Japan in March 2015](#). Ahead of the conference, UNOPS was appointed Chair of the [International Recovery Platform \(IRP\)](#) for 2015, a move widely accepted by other agencies as a positive step towards moving the recovery agenda forward.

Enhancing international mechanisms such as the IRP has been recognized in the SFDRR as an important aspect in facilitating knowledge-sharing among countries and stakeholders.

SFDRR outlines four priority areas:

- understanding disaster risk;
- strengthening disaster risk governance to manage disaster risk;
- investing in DRR for resilience;
- enhancing disaster preparedness for effective response to build-back-better in recovery, rehabilitation and reconstruction.

#### HOW UNOPS CAN HELP

UNOPS strives to increase the resilience of nations and communities by integrating a risk-based culture across the organization. In each of the SFDRR's priority areas, UNOPS has an important role to play in: conducting infrastructure assessments; identifying and sourcing risk information; developing local capacity by providing guidance on strategic planning to help partners understand the interdependencies of critical infrastructure systems; providing guidance to post-disaster processes and investment in infrastructure development; investment planning in infrastructure systems development, risk-based design and mainstreaming DRR4R; and designing and constructing more resilient infrastructure and build-back-better strategies for schools, hospitals and roads.

By identifying or eliminating risk, UNOPS can ensure that its projects contribute to the development of more sustainable infrastructure. Where risks cannot be eliminated, management and mitigation must be improved.

DRR4R will also allow UNOPS to identify and provide services that add value to the sustainability and resilience objectives of host governments and other stakeholders.

For a project to be truly sustainable and resilient, we consider both the sustainability aspects, such as the impact of the project on the environment, and resilience aspects, such as the impact of the environment on the project (or 'external risk context'). This is key to ensuring the resilience of our partners' projects and a more sustainable post-2015 development environment.



## HOW WE WORK

### MANDATE

On 20 December 2010, the United Nations General Assembly adopted a resolution in which the 192 Member States reaffirmed UNOPS mandate and the range of partners that the organization can work with.

The Assembly highlighted UNOPS role as a central resource for the United Nations system in procurement and contract management, as well as in civil works and physical infrastructure development, including capacity development services.

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

In this context, UNOPS acts as a service provider to various actors in the development, humanitarian and peacekeeping arenas, including the United Nations, donor and recipient governments, intergovernmental and non-governmental organizations, international and regional financial institutions, foundations and the private sector.

*Left: Haiti's devastating earthquake in 2010 killed 217,300 people and affected more than two million Haitians. Following the disaster, with leadership from the Government of Haiti and participating members of the UN family, UNOPS supported a large-scale reconstruction project in Haiti's capital. This helped rebuild the lives of more than 33,000 families whose neighbourhoods were destroyed in the disaster.*

*Photo: UNOPS/Claude-André Nadon*



UNOP

BSIS

BSIS

My School  
My Future

## VALUES: SERVICE TO OTHERS

UNOPS values are firmly grounded in the UN Charter and legislative mandates of the General Assembly. These form the bedrock of UNOPS organizational culture, and are reflected in its policies, tools, products and services. Specifically, they underpin the strong commitment of UNOPS to providing service to others. These four core values are:

**1. National ownership and capacity:** We respect and support national ownership and help develop national capacity. This is the foundation of sustainability.

**2. Accountability for results and transparency:** We ensure our own accountability for resources entrusted to us, and for contributions we make to the sustainable results of our partners. We seek to help our partners exercise their accountability. We believe transparency is essential to ensure accountability and the efficient use of resources.

**3. Partnerships and coordination:** We recognize that strong partnership and effective coordination among diverse actors, including the United Nations, governments, non-governmental organizations and the private sector are crucial to efficiency and innovation.

**4. Excellence:** We believe that we will add value and make strong contributions to the sustainable results of our partners only if our practices and performance are of recognized world-class standards of excellence and are well-adapted to local conditions. Within our mandated areas of work, we will seek to contribute to innovation and the adoption of best-practice standards of sustainability and quality.

*Left: Local people use Indonesia's first Climate Communications Centre to share global and intergenerational knowledge on climate issues and environmental preservation.*

*Photo: UNOPS/John Girsang*

## AREAS OF SERVICE

UNOPS has three contribution goals that guide and provide focus for UNOPS contributions to the operational results of partners and their achievement of development outcomes.

We tailor our support to the needs of partners, offering a range of advisory, implementation and transactional services.

We aim to have the best possible impact on communities in need. This means developing capacity, promoting sustainability and increasing efficiency at every level.

## PROJECT MANAGEMENT

UNOPS uses its project management expertise to help governments and donors make development budgets go further, often in some of the world's most challenging environments. UNOPS manages an annual project portfolio of around \$1 billion.

## OUR APPROACH

UNOPS incorporates global best practices such as PRINCE2® and Project Management Institute (PMI) standards. These standards are tailored to the development environment, with an emphasis on: strong internal controls through project management tools; systematic stakeholder management; good governance; benefits/impact management.

- In 2014, over 500 UNOPS personnel received external project management qualifications.
- In 2014, 55 percent of UNOPS delivery was associated with our project management service area.
- In 2014, UNOPS supervised more than 200 projects on behalf of partners.

## INFRASTRUCTURE

UNOPS helps partners design, construct, rehabilitate and maintain infrastructure – such as hospitals, schools, roads and bridges – in some of the world’s most challenging environments.

## OUR APPROACH

UNOPS ensures that its projects are socially, economically and environmentally sustainable, delivering functional infrastructure that best serves the needs of local communities. We provide infrastructure services in the following sectors: buildings, transport, energy, water and waste management, and ICT infrastructure.

- In 2014, 29 percent of UNOPS delivery was associated with infrastructure, one-half of which covered services related to transportation infrastructure and one-third of which covered services related to buildings.
- In 2014, UNOPS worked on 175 bridges, 4,577 kilometres of roads, 2 airstrips, 30 schools and 18 hospitals and health clinics.

## PROCUREMENT

UNOPS is a central resource for the United Nations system and its partners. We emphasize efficient, transparent, cost-effective and sustainable delivery of goods and services. Each year, we procure around \$800 million worth of high-quality goods, works and services, on behalf of partners.

## OUR APPROACH

UNOPS is committed to integrating social, economic and environmental considerations into its buying process. We strive to procure the supplies our partners need in a way that promotes social progress, economic development and environmental protection.

- In 2014, UNOPS procured \$669 million worth of goods (34 percent) and services (66 percent). The top five countries of supply were Afghanistan, Somalia, South Sudan, Denmark and Sudan.
- In 2014, UNOPS procured 49,000 units of machinery and equipment, as well as more than 5,500 vehicles.
- In 2014, over 17.8 million medical supplies were handled, including the distribution of approximately 3.6 million diagnostic kits.
- In 2014, UNOPS procured 44 million doses of medicine for the Government of Honduras.

## EXCELLENCE

We believe that continuously improving our knowledge, skills and processes leads to the best possible results on the ground.

### USING LIMITED RESOURCES EFFECTIVELY

Resources for peacebuilding, humanitarian and development projects are often limited and need to be used effectively. For UNOPS, this means providing value for money and being transparent about how the money is spent and how the results are achieved.

### TRANSPARENCY

A clear and active commitment to transparency builds trust between UNOPS and all of its stakeholders, be they Member States, partners, beneficiaries or the general public – transparency is a process which starts with a commitment but requires ongoing attention and effort.

[UNOPS strategic plan 2014-2017](#) reaffirms our commitment to transparency as one of UNOPS core values and recognizes that is essential for strengthening our accountability and efficiency.

We publish a wealth of dynamic and interactive information on our 1,000 ongoing activities on [data.unops.org](http://data.unops.org), an open-data platform that presents our operations using maps, financial data and infographics. The platform is updated daily.

We publish monthly operational data in the [International Aid Transparency Initiative \(IATI\)](#) format, an open-data standard that aims to make all information about aid spending easier to find, compare and use, alongside more than 330 governments, multilateral agencies, national NGOs, private- and public-sector bodies, foundations and academic institutions.

We are also a part of the consortium managing and hosting the IATI Secretariat, alongside [UNDP](#), [Development Initiatives](#), and the governments of Ghana and Sweden. We are providing financial and logistical support services to further the aims of the Initiative on behalf of 65 members.

## GATHERING BEST PRACTICE

UNOPS continuously benchmarks against external bodies, striving for relevant certifications and adopting internationally recognized best practices. This ensures that our processes actively increase the effectiveness of our partners' projects. Many of UNOPS processes and services have already been independently certified by these outside bodies, including:



**1. Quality management:** UNOPS was the first UN organization to have its global management systems ISO 9001 certified in 2011.



**2. Project management:** UNOPS is certified by APMG, the group behind PRINCE2® methodology, as an Accredited Consulting Organization and Accredited Training Organization, and by PMI as a Registered Education Provider and Registered Consultant.



**3. Sustainable procurement:** UNOPS was awarded a gold-level certificate in the Sustainable Procurement Review in early 2015 by the Chartered Institute of Procurement & Supply (CIPS).



**4. Environmentally friendly construction:** UNOPS was awarded ISO 14001 in 2013, covering infrastructure projects in Afghanistan, Kosovo and Palestine.



**5. Health and safety:** Three UNOPS offices – Pristina, Jerusalem and Copenhagen – received OHSAS 18001 certification in July 2014, making UNOPS one of the first UN organizations to be certified.

## EMPOWERING HIGH PERFORMANCE

Every year we arrange for hundreds of our personnel to undertake high-level training programmes. In 2014 more than 1,406 personnel participated in UNOPS learning activities and programmes; over 500 personnel received external project management qualifications; 76 received training in UNOPS works contracts for infrastructure; and nearly 200 personnel received external and internal training in procurement operations.

# FINANCIAL HIGHLIGHTS

Statement of Financial Performance for the year ended 31 December 2014 with comparative figures for the year ended 31 December 2013 (USD '000s)

	2014	2013	Change %
Support costs and fees	60,736	65,948	-8%
Advisory and reimbursable services income	5,564	6,252	-11%
Miscellaneous income	4,004	4,690	-15%
Non exchange revenue	3,816	5,966	-36%
TOTAL INCOME	74,120	82,856	-11%
Management expenses	54,928	57,250	-4%
Service expenses	12,048	12,109	-1%
less: TOTAL EXPENDITURE	66,976	69,359	-3%
Finance income	1,858	1,728	8%
Exchange rate gain/(loss)	921	(503)	283%
NET EXCESS OF INCOME OVER EXPENDITURE	9,923	14,722	-33%

Statement of Financial Position as at 31 December 2014 with comparative figures as at 31 December 2013 (USD '000s)

	2014	2013	Change %
Current assets*	664,006	674,935	-2%
Non-current assets**	535,990	387,814	38%
TOTAL ASSETS	1,199,996	1,062,749	13%
Current liabilities	1,051,145	928,978	13%
Non-current liabilities	70,332	51,015	38%
TOTAL LIABILITIES	1,121,477	979,993	14%
Actuarial gains	12,341	26,501	-53%
Operational reserves	66,178	56,255	18%
TOTAL RESERVES	78,519	82,756	-5%
TOTAL LIABILITIES AND RESERVES	1,199,996	1,062,749	13%

\* At the end of 2014, current assets include cash and short-term investments of \$596 million

\*\* At the end of 2014, non-current assets include long-term investments of \$534 million

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