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Cover photo: UNOPS/John Rae
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I am very happy to present to you UNOPS first Sustainability Report. This report highlights our willingness to go in new ways in how we report on and speak about our operations in over 80 countries around the world, and in doing so, scrutinize the value of our contribution to sustainable development.

I am proud to say that this is also one of the first Sustainability Reports from a United Nations (UN) organization using the Global Reporting Initiative (GRI) framework. GRI is a global standard for sustainability reporting, and our adoption of this framework underscores UNOPS commitment to sustainability, which is ingrained in our mission and values.

This commitment informs our projects from start to finish. It is an element of our work that we take great pride in. It makes sense for us to evaluate not only our work on the ground, but our whole organization, through this lens.

This report reflects our firm belief that transparency and accountability lead us to better work. Consistently measuring, monitoring and reporting our performance using the GRI standard enables us to assess our sustainability impact and to plan for better decision-making, stronger operations and increased benefits for the people we serve.

Going forward, we will therefore evolve our reporting of results to better measure the impact of our actions. Our measurement of success must increasingly focus on how individuals and communities have been positively affected by our projects. In 2016, this adjustment will also be reflected in UNOPS revised purpose statement, and our mission and vision statements.

We continually strive to do better, and one important step towards this is to measure, understand and communicate our economic, environmental and social footprint, as well as our governance structure, to a larger audience. This report therefore also serves as our manifesto of continued commitment to putting our core values into action for sustainable development.

As the UN system works towards fulfilling the Sustainable Development Goals, we must remember that true sustainable development requires that we place the needs of local communities – and everyone in those communities, including women and children – at the centre of everything we do.

Within the following pages, you will read our first synopsis of UNOPS work around the world in 2015 and highlights of our strategic priorities for 2016.

GRETE FAREMO
Under-Secretary-General and
UNOPS Executive Director
This report provides insight into our performance and activities for the calendar year 2015 and has been prepared in accordance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines’ Core Option. The GRI is the leading global framework for sustainability reporting, and we have applied its principles for defining report content and quality. The GRI Content Index for this report is published as a standalone document and contains references to the required disclosures or reasons for omission, as well as additional data to complement our reporting.

This Sustainability Report complements our Annual Report of the Executive Director to the Executive Board of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and UNOPS. The Sustainability Report will be published annually going forward.

We have built this report around the reality of Our Common World: The goals, accomplishments and long-term sustainability of UNOPS are inextricably linked to the simple fact that we all share this planet and the humanity which survives on it. The guiding theme and message of Our Common World recognizes who we are as an organization, our commitment to sustainable development through partnerships, and our work on the ground to build socially and environmentally sustainable communities.
IN 2015, we undertook an extensive analysis of our material sustainability risks as an organization and our stakeholders’ expectations of how we operate. The outcome was a prioritized overview of material topics according to UNOPS own activities, objectives and expectations, taking into account stakeholder views. This became the basis for building a sustainability report aligned with UNOPS organizational objectives and relevance to stakeholders.

First, we developed a prioritized overview of our key internal and external stakeholders, identifying their expectations of UNOPS and ability to influence the organization. We then built a long list of potential material sustainability risk topics along UNOPS value chain and their importance to different people, drawing on guidance in the GRI G4 guidelines on scope and boundaries, as well as standard methodologies for determining risk. We placed these topics in an initial materiality matrix, which was then validated through a workshop with key internal stakeholders, who helped to qualify and prioritize each topic according to its organizational and/or operational impact.

Further understanding and validation was achieved through 14 interviews with primarily internal stakeholders, three external stakeholders (a partner, a donor and a supplier) and through an online survey of UNOPS personnel. The survey was sent to 1,819 UNOPS personnel in English, French and Spanish to elicit their views on which sustainability topics are particularly important to manage well in UNOPS. We achieved a 44 percent response rate by the close of the survey, which we considered satisfactory.

Through an iterative process, we took a longlist of 55 sustainability topics and reduced them to a shortlist of 31. We took the survey and interview results to a second workshop with internal stakeholders from across UNOPS, developing a matrix for material sustainability topics relating to UNOPS organizational impacts (the internal boundary) and another for UNOPS operational impacts (the external boundary). The workshop helped refine and combine the two into a final materiality matrix, definitions and boundaries accordingly.

To adjust the GRI framework to UNOPS context, several topics were merged following the materiality assessment, including: “Transportation” with “Environmental impact of services”; “Equal remuneration” with “Diversity and equal opportunity”; and “Economic accountability” with “Resource allocation,” which was renamed to “Responsible economic management.” Finally, 14 indicators relating to compliance, grievance and supplier assessments originally under the “Environmental” and “Social” categories were regrouped under three new topics of “Compliance,” “Grievance mechanism” and “Supplier assessments” under a new category “Across all.”
In this report, we seek to describe material sustainability risks arising from both our organizational impacts (the inside boundary) and our operational impacts (the outside boundary). By organizational impacts, we refer to our role as an employer and a part of the UN system, while operational impacts refer to our role as a service provider with impacts through project operations.

Operating in over 80 countries worldwide, we have a decentralized structure and function as a service provider in numerous localities, with a very high share of our facilities and personnel distributed in diverse locations.

Accordingly, in 2015, we have strengthened our internal data collection and consolidation procedures to enable us to report the most complete picture of our global operations. Furthermore, we have extended our data reporting manual to include a range of GRI indicators, as we move forward with reporting in accordance with the world’s leading standard for sustainability reporting.

This year’s data will become the baseline for our target-setting. We continue to work on improving our data quality to enhance our reporting process and transparency, and to ensure a consistent basis for reporting on our sustainability performance using the GRI G4 framework.

The sustainability data related to the material aspects in this report is reported for all UNOPS offices (inside boundary) and/or UNOPS projects (outside boundary). The boundary for each material topic is detailed in the GRI Content Index. For employee-related data, we have included all active UNOPS personnel that are UNOPS supervised, but excluded partner personnel.

The reporting principles for data in this report are described in our internal data reporting manual, and all relevant data providers have been trained to be able to report as accurate and complete data as possible.

We invite your feedback on this report. Please contact us at: sustainability@unops.org.
OUR COMMON WORLD
OUR ORGANIZATION

UNOPS is an operational arm of the UN, with a business model that is unique within the UN system. We believe sustainable business practices underpin our success and will increasingly define our partners’ expectations of us. Therefore, we pursue a clear agenda of sustainable service delivery that meets the highest international standards of excellence, wherever we operate.
TOP 15 COUNTRIES IN 2015 BY DELIVERY, INCLUDING LARGEST SECTORS

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

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

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

This map is for illustrative purposes and does not imply the expression of any opinion on the part of UNOPS concerning the legal status of any country or territory or concerning the delimitation of frontiers or boundaries.
**OUR MISSION, VISION, VALUES**

**MISSION**
Serve people in need by expanding the ability of the UN, governments and other partners to manage projects, infrastructure and procurement in a sustainable and efficient manner.

**VISION**
Advance sustainable implementation practices in development, humanitarian and peacebuilding contexts, always satisfying or surpassing partner expectations.

**VALUES**
Service to others.

The values of UNOPS are firmly grounded in the UN Charter and legislative mandates of the General Assembly. They form the bedrock of our organizational culture and are reflected in our policies, tools, products and services.

These guiding principles underpin the strong commitment of UNOPS staff to providing professional, valuable and viable services to others.

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**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.

**ACCOUNTABILITY FOR RESULTS AND TRANSPARENCY**
We ensure our own accountability for resources entrusted to us, and for contributions we make to the sustainable results of our partners.

**PARTNERSHIPS AND COORDINATION**
We recognize that strong partnerships and effective coordination among diverse actors, including the UN, governments, non-governmental organizations and the private sector are crucial to efficiency and innovation.

**NATIONAL OWNERSHIP AND CAPACITY**
We respect and support national ownership and help develop national capacity.

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**DID YOU KNOW?**
The United Nations Charter was signed on 26 June 1945, as the foundational treaty of the United Nations. It contains a general call for the maintenance of peace and international security and respect for human rights, and it binds signatory governments to act in accordance with the principles contained in the Charter.
OUR COMMON WORLD
SERVING PEOPLE IN NEED

OUR APPROACH

We aim to help partners maximize the positive impact and sustainability of their projects, to better serve communities in need.

In line with UNOPS strategic plan, 2014-17, our approach is framed by the three dimensions of sustainability:

EQUITABLE ECONOMIC GROWTH

Increasing local capacity is core to UNOPS activities. We support national capacity development by hiring local workers, providing on-the-job and specialized training, and sharing our knowledge, to ensure that the communities we work with continue to benefit long after a project itself is over. We also develop the capacity of government ministries through partnerships, direct training and advisory services. Our extensive experience with procurement, for example, allows governments to benefit from specialized expertise when purchasing commodities such as healthcare supplies and ambulances. We also uphold the principles of transparency and accountability throughout the project cycle.

SOCIAL JUSTICE AND INCLUSION

UNOPS works closely with local communities to ensure lasting, sustainable outcomes. By engaging a wide range of stakeholders, from national authorities to local families, we help deliver projects that actually fit the needs of the people they serve, with particular emphasis on protecting the most vulnerable groups. For example, when building vital infrastructure such as schools and hospitals, our consultations with local people help us create infrastructure that meets their needs as best possible.

ENVIROMENTAL IMPACT

UNOPS project managers try to consider environmental factors throughout the entire project cycle. This may include using local materials and renewable resources. We monitor and strive to control the environmental impact of all our infrastructure projects, using our comprehensive Environmental Management System (EMS).

OUR GOVERNANCE STRUCTURE

UNOPS traces its origins back to 1973. Until 1994, UNOPS was a part of UNDP. By decision of the General Assembly, UNOPS became a separate, self-financing entity within the UN development system on 1 January 1995.

Since 2006, UNOPS has undergone a major restructuring with the strengthening of financial and management controls, and we have achieved significant improvements in the efficiency, transparency and effectiveness of our operations.

Today, UNOPS is financially strong and has a clear and accountable governance structure. Our Executive Director, Grete Faremo, reports directly to the UN Secretary-General and the Executive Board of UNDP, UNFPA and UNOPS. Ms. Faremo has the authority to sign host country agreements and appoint UNOPS representatives in the field.

We are committed to operating in a transparent and accountable manner, and to communicating openly and clearly with all stakeholders in order to build trust between the organization and UN Member States, partners and the general public. Read more about our governance and accountability on our website.

THE EXECUTIVE BOARD APPROVES THE STRATEGIC PLAN FOR UNOPS

Our strategic plan, 2014-2017 provides direction and focus for UNOPS and states how we will contribute to the peacebuilding, humanitarian and development results of our partners.

The plan sets out a mandate to integrate sustainability principles and aspects into UNOPS operational activities to ensure that they are managed, measured and reported in accordance with internationally recognized principles and standards.
HOW WE OPERATE

Our business model is built around the delivery of three services that increase the effectiveness of peacebuilding, humanitarian and development projects:

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

In 2015, UNOPS delivered $1.4 billion worth of projects on behalf of our partners.

Distribution of UNOPS project areas in 2015

- 43% project management
- 23% infrastructure
- 35% stand-alone procurement projects

We tailor our support to the needs of our partners, delivering a key element of a project, offering expert advice or managing entire projects or programmes. We offer three main kinds of services:

IMPLEMENTATION

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

ADVISORY

Developing national capacity in our core mandated areas

TRANSACTIONAL

Providing stand-alone human resources management and procurement services

UNOPS signs a number of different types of partnership agreements, including: working directly for a donor or host government; supporting another implementing partner, such as a UN body; exchanging technical advice; or working through Management Service Agreements. All information about the partners that we work with, the volume and content of the contracts signed, and the goals and progress of projects can be accessed via our detailed transparency portal, data.unops.org.

In September 2015, in an effort to streamline global operations, UNOPS underwent an internal restructure. This new structure merged project management and infrastructure into the Infrastructure and Project Management Group (IPMG), through which, with the Procurement Group, we operate our main services.

We also started work on a new organization-wide external communications strategy in line with the introduction of the new and expanded Communications and Partnership Group.

MANAGING OUR RISKS

As a project-based organization, UNOPS risks stem mainly from engagement with new projects. Risk-informed decision-making is therefore a large part of UNOPS daily activities, not least because we operate in many different high-risk environments worldwide.

In 2015, UNOPS continued the development of our new enterprise resource planning system designed to further streamline operational processes. This new system will increase the quality of information for management decision-making while allowing the organization as a whole to provide more efficient and tailored support to its partners.

Also in 2015, we created a dedicated group with responsibility to oversee corporate risk and quality management at UNOPS. It works in close coordination with regional and country offices.

UNOPS internal control system framework is supported by a range of corporate tools and systems. At the project engagement level, these include a dedicated engagement acceptance committee, quarterly assurance and Executive Office reporting processes, as well as communication with the Audit Advisory Committee.

PREVENTING FRAUD AND OTHER MISCONDUCT

We are committed to deterring, detecting and preventing fraud and other misconduct in the performance of UNOPS mission and in the conduct of our operations.

We hold “Standards of Conduct” workshops for UNOPS personnel to raise awareness on compliance and ethics, and to underline the need to operate in line with the highest ethical standards. Delivered by the independent Internal Audit and Investigations Group (IAIG) in coordination with UNOPS dedicated Ethics Office, these workshops ensure that our work is always aligned with our vision, mission and values. They train personnel to spot potential breaches and teach them where to report concerns or suspicions.

Each year, IAIG also conducts a quarterly session on “Ethics and Integrity in Project Management,” which advises personnel involved in project management on IAIG’s role and the ways misconduct can be reported. In 2015, 499 personnel were trained in workshops and training sessions around the world.
AUDITING OUR PERFORMANCE

Overall, IAIG helps UNOPS achieve its objectives by bringing a systematic approach to evaluating and enhancing the effectiveness of our risk management, control and governance processes.

IAIG advises UNOPS and leads our Executive Director’s investigations into alleged fraud, corruption, waste of resources, abuse of authority or other misconduct and violations of UNOPS regulations, rules and administrative instructions. In 2015, IAIG recommended disciplinary action against 65 personnel members. Each year our Executive Director publishes a report on all cases of misconduct that resulted in disciplinary and administrative measures being carried out on UNOPS personnel. In addition, this information is provided with IAIG’s annual report to the Executive Board. Read more about the work of IAIG on our website.

Our investigations also led to the sanctioning of vendors who were found to have engaged in proscribed practices in relation to UNOPS procurement actions. In 2015, sanctions were applied to three vendors for fraudulent practices and obstruction. At the time of writing, UNOPS has sanctioned 40 vendors and company principals based on IAIG findings and the determinations of the Vendor Review Committee. We maintain a public list on our website of vendors and individuals who have been sanctioned in accordance with the UNOPS Framework for Determining Vendor Ineligibility/Sanctions.

In 2015, IAIG submitted 22 audit reports relating to UNOPS projects to UNOPS Executive Director or the respective Regional Director, depending on the associated projects. These reports generated 57 audit recommendations, an average of 2.6 per report. The percentage of project audits with a “satisfactory” rating for internal controls stood at 75 percent. No project audits received an “unsatisfactory” rating for internal controls.

MANAGING OUR SUPPLIERS

UNOPS emphasizes efficient, transparent, cost-effective and sustainable delivery of goods and services. Our goal is to provide procurement excellence across UNOPS that facilitates efficient and sustainable procurement delivery for over 1,000 projects on the ground, enabling the success of our partners and clients.

In 2015, we continued to procure the supplies and services our partners needed and helped to enhance national capacity on the ground by:

- delivering procurement training programmes to more than 130 field officers;
- providing procurement efficiency advisory services to 22 large public sector clients for a total of $10.4 million;
- creating 60 long-term agreements with suppliers in key categories;
- sourcing 47 percent of our supplies from local or in-country vendors;
- procuring over $60 million worth of vehicles through our e-commerce system UN Web Buy; and
- hosting the United Nations Global Marketplace, the UN’s vendor registration portal.

UNOPS recognizes both the opportunity and the importance of using our purchasing power to support the social, environmental and economic development of our partners through the projects we implement. Through our regular procurement process, policies and standards outlined in our Procurement Manual, UNOPS carefully selects suppliers through competitive bidding based on their capacity, adherence to ethical, social and environmental standards and financial health.

We only work with suppliers who comply with UNOPS procurement policies and procedures and share our respect for fundamental human rights, social justice, human dignity and equality, as enshrined in the Charter of the UN and the UN Supplier Code of Conduct.

In 2015, UNOPS conducted nine site inspections with key suppliers in the categories of armoured and mine protected vehicles. We did so using a pre-established assessment template that includes considerations for quality, child labour, labour and human rights, fair working conditions, environmental sustainability, and health and safety. As a result of these inspections, business dealings were halted with one vendor pending further investigations.

In 2015, UNOPS began developing a reliable and systematic process for measuring the risk profile and sustainability impacts of key suppliers.

We continued to develop and disseminate tools, training, and guidance, and to provide support to procurement officials in the field on how to integrate sustainability considerations into their procurement. Establishing this systematic process is a priority for 2016 to ensure that we keep delivering on our promise of efficient, transparent, cost-effective and sustainable delivery of goods and services.
WHEN TO SAY NO TO PROJECTS?

At UNOPS, we do not direct projects. Our partners request our services to deliver on their objectives. In some cases, we have substantial input – a partner might identify a problem and ask UNOPS to develop a solution, and then make that happen. In other cases, we play a smaller role, helping out where we can with, for example, logistical support or human resources.

Occasionally, we are presented with an opportunity to develop a project which we feel might not be the most sustainable choice. We try to convince our partners to choose an alternative path, but ultimately being sustainable often costs more up front, and our partners do not always have the resources to follow that path. So we reach a dilemma: at what point should we say no?

Perhaps if we were a private sector organization this would be a simpler question, but as a member of the UN we must consider the moral responsibilities. For example, if we say no to constructing a prison, and instead somebody else designs and builds a structure which might not be compliant with human rights legislation, what should we do? Is it better if we accept this possibility, say yes, build the best we can in compliance, yet compromise on the sustainability of a project? Do we have a moral responsibility to only act sustainably?

This is an ongoing debate in the organization. Currently, we say yes and do the best we can. Longer term, we are working towards addressing this challenge, but not without considered thought and detailed examination of the complexity and long-term consequences of saying no.

But can we foresee a time in the future where we might say no on the grounds of unsustainability? Yes.

SELF-FINANCING WITHIN THE UN: THE BEST OF BOTH WORLDS?

UNOPS is not funded through core contributions from UN Member States, which makes our business model unique in the UN system. In other words, all overhead costs must be recovered from our project work.

The success UNOPS has achieved in this regard has led UNOPS to being heralded as a potential model for other organizations in the UN system.

However, there are challenges associated with this approach.

With no core funding, our project-financed model makes long-term planning, retention of expertise and development of skills particularly challenging. So is ensuring that the accumulated experience gained from UNOPS projects is kept in the organization and processed into general knowledge that can be used and adapted in new contexts.

Moreover, UNOPS has limited capacity to present and discuss its work and expertise in international forums and meetings. We have therefore little opportunity to share our knowledge with partners and others who may benefit from it.

Yet, the alternative, which is to charge higher rates to our project partners to finance such activities, is not something we consider lightly.

It is a difficult balance to strike, and we are always looking for the best way to approach this dilemma. Policies are revised when we find a better way of doing things, but ultimately, what matters most, are the people we are helping through our projects. We accept that the challenges we face internally in managing this situation are worth it to help us achieve our mission – and help those in need.
OUR PEOPLE

UNOPS people are skilled professionals, supporting the work of our partners in some of the world’s most challenging environments. They are the cornerstones of our successful delivery of services, and we strive every day to provide the best possible conditions for a healthy, safe and secure working environment.

People are the most important resource of UNOPS. Building on efforts to enhance the management of its talent pool, UNOPS ensures that talent is identified and available to support the needs of its partners. In order for UNOPS to achieve its goals it has:

- Strengthened approaches to ensure that talent is identified and available to support the needs of its partners. Among other things, UNOPS has developed the business advisory role of its human resources function in support of the core business areas of the organization
- Further tailored its internal learning programme to meet the needs of its key business processes
- Forged a stronger link between individual performance and the corresponding rewards and sanctions, as well as between individual performance and organizational results
- Continued to promote gender equality. UNOPS has set specific gender targets to increase its female workforce in all locations and at all levels, with the goal of gender parity. It has strengthened its gender policy framework and human resource practices, and continues to work with the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP)

The breakdown of UNOPS workforce

<table>
<thead>
<tr>
<th>CONTRACT MODALITY</th>
<th>STAFF</th>
<th>INTERNATIONAL CONTRACTORS</th>
<th>LOCAL CONTRACTORS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNOPS personnel</td>
<td>863</td>
<td>694</td>
<td>3,004</td>
<td>4,561</td>
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</tbody>
</table>

Local men talk about how new UNOPS constructed roads will improve the lives of their rural communities in the north of Afghanistan.

Photo: UNOPS/Elise Beacom
UNOPS Business model is project-based; we expand and contract our personnel numbers based on the demand for our project services around the world, and how people-intensive those projects are. In 2015, the overall turnover for personnel was 32 percent, similar to earlier years. Given the nature of our work, we consider this to be within acceptable limits, and we are always looking into possibilities for reducing it to ensure greater continuity of experienced personnel and knowledge.

TALENT AND LEADERSHIP

As an employer, we seek to provide professional development and rewarding international opportunities and to ensure that our organization is prepared for future staffing requirements, whether through the development of internal talent or by recruiting new talent from outside.

In 2015, in an effort to identify personnel for leadership roles and encourage succession planning, UNOPS introduced a new talent management framework to support our organizational needs. We began establishing succession planning for leadership roles including Director, Head of Programme and Head of Support Services. This process has included a leadership assessment and development criteria to strengthen leadership capability in the organization. In addition, we have put in place new measures to support recruitment outreach and professional development for national personnel.

In 2015, UNOPS continued with strong results on individual performance management appraisals with a completion rate of 90 percent globally (2014: 86 percent; 2013: 82 percent). In particular, we worked on improving the management of under-performance and performance measurement processes in general. UNOPS continued with its pilot merit reward programme, designed to strengthen the linkage between organizational performance and individual performance.

DIVERSITY AND EQUALITY

At UNOPS, we strive to improve the diversity and equality of our workforce and the gender balance within our projects and activities. We strongly believe that these efforts strengthen our ability to address partner needs and challenges in some of the most fragile conditions.

Equality and dignity of all peoples, irrespective of gender, religion, nationality or sexual orientation is key to the realization of human rights. It is critical for sustainable and inclusive development.

By the end of 2015, women made up 36 percent of UNOPS 4,561 personnel. Out of 2,707 personnel in hardship duty stations, 730 (27 percent) were women. Our Corporate Operations Group, which is our governing body, comprises 21 members, of which four are women (19 percent).

UNOPS has set up a global gender action plan, and its implementation is being managed by a network of gender focal points across our offices globally.

We work continuously to raise awareness on gender and diversity issues and we have strengthened the accountability of managers in achieving corporate targets in this area and prioritizing an inclusive organizational culture at UNOPS.

Recruitment and talent management policies require that hiring managers consider the diversity of their team both in terms of gender and national representation, when selecting candidates who have passed the performance threshold. The UNOPS talent management policy also includes clear guidelines to encourage active outreach to qualified women to attract more women applicants. We require the formation of gender-balanced recruitment panels and the assessment of both qualified men and women.

UNOPS has also worked to improve the work environment, by running a campaign on gender-based workplace misconduct and setting up three new nursing rooms (in Kenya, Cambodia and Myanmar) to support parents at work. We have a progressive policy on work-life harmonization and offer several flexible working options, such as flexi-time, compressed work schedules and telecommuting. All UNOPS personnel enjoy fair access to parental leave.

In early 2012, the UN agreed on the milestone UN-SWAP. We aligned ourselves with the plan and have remained an active participant ever since, continuously progressing in achieving the UN-SWAP gender performance standards. UNOPS has also developed a gender toolkit, which is helping project managers, developers and teams incorporate gender into all aspects of project activities.
We operate in a number of places that are designated as "hardship duty stations." In line with the International Civil Service Commission's classification, these are categorized according to the difficulty of working and living conditions, and they reflect a degree of hardship assessed in terms of, for example, safety, security, housing, climate, isolation and access to health care, which entitles personnel to payment of a hardship allowance. Hardship duty stations include: Afghanistan; Chad; the Democratic Republic of the Congo; Haiti; Iraq; Liberia; Mali; Somalia; South Sudan; Sudan; and the Syrian Arab Republic.

For UNOPS, health and safety means that we do whatever is possible to keep UNOPS personnel safe and that we report accidents and learn from them.

The security and safety of our personnel is paramount. To address our safety risks, UNOPS has developed its own occupational Safety and Health Management System in line with the OHSAS 18001 standard, with the intention of preventing workplace injuries and illnesses. It applies in all UNOPS locations (Denmark, Myanmar, Pristina and Jerusalem), while efforts are made to ensure that minimum safety standards are applied in even the most challenging locations where UNOPS operates.

The Health, Safety and Environment (HSE) Team provides advice, support and guidance to country offices and projects in implementing health and safety standards with a commitment to continually improving performance in these areas. In 2016, we will continue working to build our safety data collection systems, and we aim to report consolidated, baseline safety data in next year’s report.

"Health and safety also means having access to learning material so that our project teams know how to incorporate health and safety risk management approaches into their working practices," says Ricardo Vargas, Director of IPMG.

In some cases, such as in IPMG, the health and safety system is certified to OHSAS 18001 standard in four locations (Denmark, Myanmar, Pristina and Jerusalem), while efforts are made to ensure that minimum safety standards are applied in even the most challenging locations where UNOPS operates.

For UNOPS, health and safety is a key component to building this culture and a focus for our efforts in the next year.

Our primary challenge is to attract more qualified women, especially in fields where they are not highly represented in general: technical project management and civil engineering. There remains gender imbalance in our workforce at all levels and especially at senior levels. When looking at the data, we observe that the percentage of women applicants is very close to their representation in the workforce.

Women in UNOPS generally anticipate a shorter career within the organization. There is a lower female turnover, but most separations of service for women happen when they are between 30 and 40 years old, especially for women in the international professional category. Our challenge is therefore to better support women at mid-career and facilitate international mobility, especially for personnel who have a family.

We also need to ensure a conducive work environment where men and women can engage on gender issues, and develop the gender sensitivity of managers and their capacity to adopt an inclusive leadership. UNOPS is committed to developing initiatives that will interrupt gender biases in the workplace and enhance the inclusiveness of its organizational culture.

In 2016 and going forward, UNOPS will invest significantly in improving talent management to ensure that we can continue to quickly deploy qualified, engaged and pre-vetted talent worldwide. We will focus outreach activities to attract qualified female applicants to work for UNOPS. We will develop a new on-boarding programme and expand our people management capabilities through the People Leaders programme. We will work on providing a more consistent work experience for both women and men.

We will also focus on guiding hiring managers and people managers on the desired competencies and behaviours at all levels of the organization through a competence framework. We will continue to focus on improving performance management through a revised policy for recognition and rewards and a continuously strong focus on addressing underperformance throughout the organization.

Our HSE approach will also see a big shift in 2016 through a widening of our Organizational Directives on EMS and Occupational Health and Safety to include all of UNOPS controlled facilities, operations and projects.

Finally, a key change for UNOPS to implement in 2016 is around the efforts of professionalizing and focusing our human resources services. This will be done by establishing a central support capacity that assists revenue centres in maximizing organizational benefits from HR services projects and integrating global HR portfolios accordingly.

CHALLENGE
ENSURING GENDER EQUALITY

In 2016, UNOPS launched a new People Survey to give personnel a chance to have a say on making the organization a better place to work. An independent survey provider administered the survey to all of our personnel.

For the first time, the UNOPS People Survey measured engagement levels, while previous surveys focused on satisfaction.

The Engagement Index for UNOPS overall is 4.16 out of 5, which is well above the global benchmark (3.8) and exceeds the high-performing organization benchmark (4.06). We found that a large portion of UNOPS workforce fall into the “champions” category (66 percent), which is defined as highly engaged personnel with a high intention to stay with the organization. For this measure, UNOPS exceeds the industry benchmark (53 percent) but is not quite at the level of high-performing organizations (67 percent).

DID YOU KNOW?

In early 2016, UNOPS launched a new People Survey to give personnel a chance to have a say on making the organization a better place to work. An independent survey provider administered the survey to all of our personnel.

For the first time, the UNOPS People Survey measured engagement levels, while previous surveys focused on satisfaction.

The Engagement Index for UNOPS overall is 4.16 out of 5, which is well above the global benchmark (3.8) and exceeds the high-performing organization benchmark (4.06). We found that a large portion of UNOPS workforce fall into the “champions” category (66 percent), which is defined as highly engaged personnel with a high intention to stay with the organization. For this measure, UNOPS exceeds the industry benchmark (53 percent) but is not quite at the level of high-performing organizations (67 percent).
VOICES FROM OUR PEOPLE

With locations across the world, UNOPS personnel help deliver vital support and services to people in need. To do this, we need people with skills in many disciplines, from project management to procurement, finance and human resources. Our success depends on the efforts of the talented, committed professionals who work for us. Here are the stories of a few of these people.

GIUSEPPE MANCINELLI

is the Deputy Regional Director for the Latin America and the Caribbean Regional Office. He started off as a Junior Professional Officer (JPO) with UNOPS in 2000, first in Guatemala and later on in El Salvador. At the conclusion of his JPO-assignment, Giuseppe continued working for UNOPS in Peru, where he acted as Country Representative for UNOPS to other UN agencies and international organizations such as the Inter-American Development Bank, World Bank and European Union.

This position involved interacting with these international partners and the Government of Peru, trying to increase the profile of the partnerships and demonstrate UNOPS experience and capacity.

“My other responsibilities included increasing the effectiveness and quality of delivery of the Peru portfolio to help project managers complete projects on time, within budget, with full cost recovery, and in line with partner expectations.”

As he reflects on his time with UNOPS, Giuseppe explains what he enjoys about his role and the organization. “I feel I can help shape the future of the organization, contributing to our strategic plan and various initiatives.”

“My 25 years, I have seen UNOPS become increasingly involved in the reconstruction efforts of this country, working hand alongside the Government of Afghanistan to help address our problems.”

Despite having more than two decades of experience in a job that has taken him from Peshawar, Pakistan to Jalalabad and Kabul, Afghanistan, Taj’s family still worries about him, checking in with him to make sure he has reached his destination. This is understandable given that Taj has been kidnapped by the Taliban, narrowly missed a bus explosion and been confronted by armed robbers who threatened to kill him and his colleagues. “After many near misses, my co-workers see me as a sort of talisman, but it also has something to do with the fact that I constantly try my best to mitigate risk.”

TAJ MOHAMMAD WAKILY

currently a driver in Afghanistan, has been working for UNOPS for more than 25 years.

KAZUYO MITSUHASHI

joined UNOPS in April 2014 as a Project Coordinator in Sudan. She later became a JPO and moved to UNOPS in Kenya to work as a Project Management Analyst in Nairobi.

My experience with UNOPS in East Africa has been fascinating.

“I am inspired by colleagues who implement projects in challenging areas of the region, such as in Darfur, Mogadishu and remote areas of Somalia, despite the constraints and high security concerns,” she says. “I believe that the presence of highly qualified and motivated colleagues with diverse backgrounds is one of UNOPS major strengths. I also enjoy working with partners who are helping to make a difference, while building confidence in themselves and taking real ownership of the projects.”

As part of her work, Kazuyo is involved in the implementation of two projects in Somalia. “I am grateful to work in such a dynamic office and have the opportunity to travel throughout Somalia. It gives me a deeper understanding about the country and its people, as well as the operation of projects in fragile environments.”

LINDA AGBESI

is a Programme Support Officer with UNOPS in Ghana. Before returning to her home country, she and her husband spent the better part of a decade in the United Kingdom, where she worked for a private organization focused on transportation.

The private-sector approach that I’m used to, of getting things done efficiently and quickly, is very much present in UNOPS work, which is really good to see.

“One of the first things that struck me about UNOPS is the high value our leadership places on different ideas and types of talent within the local team. We each play an important part in realizing the office’s objectives, which creates a positive and motivating work environment.”

Besides the job, Linda is also happy to be back among her friends and family in Ghana. “Ghanaian society is very collective and cheerful. We spend a lot of time visiting each other and celebrating one thing or another,” she explains. “I feel like I am starting a new chapter in my life and look forward to my future with UNOPS and everything it brings with it. I look forward to working with the organization to make a positive impact on the lives of my fellow Ghanaians.”
OUR COMMON WORLD
OUR PARTNERSHIPS

Strong partnerships are the foundation of our work. In UNOPS, we believe that collaborative partnerships and effective coordination among public and private organizations are crucial not only for efficiency and innovation, but also for advancing sustainable development. We depend on these partnerships and pursue them as an integral part of our business model and service delivery.

THE VALUE OF PARTNERSHIPS

UNOPS is dedicated to supporting its partners in the building of a better future, by providing services that increase the effectiveness of peacebuilding, humanitarian and development projects worldwide. Strong partnerships are a core pillar of our strategic plan, 2014-2017. We aim to engage in collaborative partnerships, with a focus on sharing our expertise in infrastructure, project management and procurement, human resources services and financial services, in order to advance the 2030 Agenda and support the achievement of the Sustainable Development Goals.

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.

Through our key partner management framework, we are able to extend and deepen relationships with our...
most valued partners. By creating a systematic process for managing and analyzing these relationships, UNOPS looks to increase the quality of our joint projects, as well as ensure partner satisfaction – an important measure of our success.

**OUR MAIN PARTNERS**

In 2015, services to the UN amounted to 50 percent of our delivery. For the third year in a row, delivery on behalf of United Nations High Commissioner for Refugees (UNHCR) increased, from $58 million in 2014 to $64 million in 2015. Support services to United Nations Environment Programme (UNEP) and World Health Organization (WHO) also increased.

Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common goals underscores all of our relationships. In 2015, we increased our engagement with key partners by seven percent to $957 million (2014: $892 million).

The Department of Peacekeeping Operations remains our largest UN partner, accounting for $251 million, or 18 percent of implementation expenditure. This delivery included providing support to the global peace and security work of United Nations Mine Action Service (UNMAS). UNDP was the second largest UN partner, accounting for $173 million, or 12 percent of total delivery.

Governments continue to be a central partner of UNOPS and the entire UN family. In 2015, 22 percent of UNOPS delivery was attributed to governments. This included Afghanistan, Ethiopia and Peru, who were our biggest governmental partners during that year. In line with the goal of effective development, it is expected that developing country governments will increasingly be the funders of services rendered directly by UNOPS or indirectly through UN partner-supported programmes.

In addition to governments and UN organizations, UNOPS sees significant potential in the following groups of partners:

- bilateral donor governments;
- regional organizations;
- international financial institutions; and
- foundations, non-governmental organizations and the private sector.

The distribution of UNOPS support to different partners in 2015 is illustrated in the figure below.
ADVANCING THE 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. 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.

The adoption of the 2030 Agenda has set out a new course for global development, where the achievement of the Sustainable Development Goals will demand a broader, more inclusive mindset as well as new sets of actors. Successful implementation will depend on funding beyond Official Development Assistance (ODA) and require partnerships across all competences and sectors. This will require innovative solutions based on world-class knowledge, understanding of local conditions, and creative, problem-solving approaches, responding to the challenges faced by governments and communities.

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.

Indeed, we see the co-creation, co-risk and co-benefit achieved through private partnerships as a key driver of the 2030 Agenda. Furthermore, partnerships with private-sector entities have advantages in the current global economic climate, such as:

- the ability to mobilize additional resources to supplement ODA;
- 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, and
- increasing cost-effectiveness and efficiency.

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

We believe UNOPS has a unique role to play in this new environment. UNOPS projects must continue to add value and make tangible contributions to the results of our partners. We will aim to continuously evolve and expand the depth of our partnerships through innovation and exploration of new types of partnerships, such as Corporate Social Responsibility implementation for the private sector, public-private partnerships, impact investment and working more closely with NGOs and academia.

NGOs AND ACADEMIA

UNOPS partners with NGOs where we have operational complementarity to support within our mandate. In 2015, UNOPS signed a global Memorandum of Understanding with World Vision International to create a framework for cooperation for implementing projects that leverage the key strengths of each organization. UNOPS is currently conducting an ongoing solicitation and evaluation exercise with academic institutions to help us support capacity development and thought leadership through research and analysis.

IMPACT INVESTMENT

In 2015, UNOPS continued to explore social impact investing and the potential to encourage financial institutions and private sector investment in development projects. We have prepared an approach focused on environmental infrastructure projects in areas such as renewables, waste management, water and water treatment, and social infrastructure including healthcare and social housing. Additionally, plans were drawn up for initiating a seed capital approach to attract capital for the development or revitalization of early-stage infrastructure projects.
UNOPS role as a service provider means that our partners’ priorities and needs dictate the scope, focus and location of our work.

In 2015, UNOPS expanded its annual survey, eliciting feedback from current and past partners, as well as potential partners and influencers. The surveys assessed several areas, including overall satisfaction with UNOPS, the value of UNOPS services, the likelihood of recommending UNOPS to others, and partners’ perception of the ability of UNOPS to collaborate with and contribute to the UN system and wider development. Using personal interviews and online surveys with ratings that ranged from poor to excellent, nearly 300 partners (259 current partners and 37 past partners) responded, in addition to 36 potential partners and 82 influencers, giving us feedback from a record-high 414 respondents.

Results show a steady progression of overall satisfaction among our current and past partners over time, from a 77 percent satisfaction rate in 2012 to 82 percent in 2015.

### Satisfaction of partners with UNOPS

<table>
<thead>
<tr>
<th>Year</th>
<th>Very Satisfied (%)</th>
<th>Satisfied (%)</th>
<th>Neutral (%)</th>
<th>Unsatisfied (%)</th>
<th>Very Unsatisfied (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>16</td>
<td>61</td>
<td>17</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>2013</td>
<td>23</td>
<td>53</td>
<td>19</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>2014</td>
<td>26</td>
<td>51</td>
<td>22</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2015</td>
<td>30</td>
<td>52</td>
<td>15</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Past partners are more likely to be satisfied with UNOPS, with 84 percent giving a favourable score, although it should be noted that the total number of respondents in this group was much smaller compared to current partners. Among current and past partners, 17 percent gave UNOPS a lower rating, indicating lower levels of satisfaction and some dissatisfaction with UNOPS.

The survey also showed us where we need to do better. This includes demonstrating more clearly the UNOPS value proposition to our partners as well as increasing our flexibility and improving our timeliness, for example, in relation to procedures, decision-making and deadlines. We are already addressing this valuable feedback to improve our services and meet our partners’ needs.

### Voices from Our Partners

**DUANE KISSICK**
Shelter Advisor, World Bank/Unité de Construction de Logements et de Bâtiments Publics (UCLBP)

I think that UNOPS is the most efficient of all the organizations I [have worked] with in the five years I have worked in [this] area. The projects have been very innovative, affordable and properly carried out.

**JUAN CAMILO GRANADOS**
Coordinador de estructuración de proyectos, Departamento Nacional de Planeación, Colombia

Very responsible organization, transparent and competent regarding the work team. It provides good quality services.

**MIKE PEJCIC**
Director of Administration and Chief Financial Officer, Interpeace

UNOPS has always [been] committed to [looking for] innovative solutions to create a win-win outcome with the partner. UNOPS is efficient and overall very responsive.

*Children in Sri Lanka enjoy new school facilities, designed and constructed through UNOPS, with funding from the Korea International Cooperation Agency.*

*Photo: UNOPS/Eranda Wijewickrama*
OUR COMMON WORLD
# KEY RESULTS 2015

The figures shown below are aggregates of operational results completed on behalf of partners around the world in 2015.

<table>
<thead>
<tr>
<th>Category</th>
<th>Figures</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VEHICLES</strong></td>
<td>6,200</td>
<td>+13 %</td>
</tr>
<tr>
<td><strong>Medical Supplies</strong></td>
<td>40 m</td>
<td>+125 %</td>
</tr>
<tr>
<td><strong>Doses of Medicine</strong></td>
<td>240 m</td>
<td>+116 %</td>
</tr>
<tr>
<td><strong>Value of Goods</strong></td>
<td>62 m</td>
<td>+13 %</td>
</tr>
<tr>
<td><strong>People Trained</strong></td>
<td>62,000</td>
<td>+26 %</td>
</tr>
<tr>
<td><strong>Roads in Kilometres</strong></td>
<td>2,572</td>
<td>+44 %</td>
</tr>
<tr>
<td><strong>SCHOOLS</strong></td>
<td>46</td>
<td>+53 %</td>
</tr>
<tr>
<td><strong>Hospitals</strong></td>
<td>25</td>
<td>+79 %</td>
</tr>
<tr>
<td><strong>Prisons and Detention Centres</strong></td>
<td>21</td>
<td>+91 %</td>
</tr>
<tr>
<td><strong>United Nations Facilities</strong></td>
<td>7</td>
<td>+45 %</td>
</tr>
<tr>
<td><strong>Courthouses</strong></td>
<td>6</td>
<td>+27 %</td>
</tr>
<tr>
<td><strong>Number of Grants</strong></td>
<td>873</td>
<td>+55 %</td>
</tr>
<tr>
<td><strong>Value of Goods Provided via UN Web Buy in USD</strong></td>
<td>62 m</td>
<td>+13 %</td>
</tr>
<tr>
<td><strong>Days of Technical Assistance and Advice</strong></td>
<td>37,000</td>
<td>+19 %</td>
</tr>
<tr>
<td><strong>Goods and Services in USD</strong></td>
<td>717 m</td>
<td>+7 %</td>
</tr>
<tr>
<td><strong>Prisons and Detention Centres</strong></td>
<td>21</td>
<td>+91 %</td>
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<td>+27 %</td>
</tr>
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</table>

**Note:** Compared to 2014.
OUR WORK ON THE GROUND

We tackle tough realities head-on to deliver what we promise. Whether we are building schools, hospitals and roads in post-disaster and conflict-affected areas or in economies in transition, we work together with partners and local communities to ensure effective decision-making and successful outcomes that have a positive impact on society.

OUR ECONOMIC IMPACT

We help contribute to economic sustainability by: pursuing effective management and investment strategies with national governments; supporting livelihoods through the creation of local employment and income opportunities; enhancing access to markets using local suppliers; and considering, where possible, the total cost of ownership.

In 2015, UNOPS project managers assessed aspects of national capacity and sustainability in more than 1,000 projects.
Projects in 2015 that contributed to economic sustainability

One of the reporting parameters we track is reduced maintenance needs in the final outcome of a project, and in 2015, 30 percent of infrastructure-related projects reported this. In Brazil, for example, where UNOPS is providing infrastructure support to the Government for hospital construction, designs for specific locations encouraged an increased use of ramps and stairs to reduce dependency on elevators and their related maintenance costs over the life-cycle of the building.

However, the most commonly reported activity was creating work for local people, reported by 29 percent of all projects. Overall, in 2015 the proportion of UNOPS senior management hired locally (i.e. nationals of the country) at significant locations of operation was 15 percent. We believe we can do better than this, and we will strive for that in 2016.

SOCIAL JUSTICE AND INCLUSION

UNOPS contributes to social sustainability by exercising due diligence and respect for international human rights principles and, where possible, engaging local communities. We place particular emphasis on protecting the most vulnerable; facilitating access to food, water, sanitation, energy, health, education, justice and security-related services; providing advice and implementation support in the area of disaster risk reduction for resilience; and incorporating a focus on gender equality in our activities.

In 2015, 58 percent of all projects reported one or more activities that contributed to social sustainability over the course of the project. Fifty-two percent of project management and support services, 56 percent of infrastructure services, and 70 percent of stand-alone procurement services included such activities.
Living our core value of capacity building, we work hard with our partners to develop skills within the communities where we operate. In 2015, we helped partners develop local capacity by supporting the training of more than 62,000 individuals in health, project management and improved sanitation, among other fields.

We believe local community involvement is a key to success at all stages of the projects we support. Around 55 percent of all projects supported by UNOPS in 2015 reported one or more activities that contributed to developing national capacity in the course of project activities. For the same period, 57 percent of project management and support services, 65 percent of infrastructure services and 46 percent of stand-alone procurement services included such activities.

More specifically, 33 percent of all projects reported providing on-the-job training activities to local people during implementation. The inclusion of formal certification programmes was reported by 28 percent of UNOPS projects, while 15 percent of projects reported that certifications had been achieved in 2015.

In Sri Lanka, for example, UNOPS joined forces with the International Labour Organization, which in partnership with the European Union, is working to improve skilled labour in the region by providing national vocational qualifications. With the support of the National Apprentice and Industrial Training Authority, the joint approach may in the future include certifying construction sector labourers through recognition of prior learning.

Direct access to proper healthcare is a path to stronger communities. Much of our work at UNOPS involves developing healthcare infrastructure around the world.

One of our main responsibilities in this area is in our role as fund manager for the multi-donor Three Millennium Development Goal Fund in Myanmar.

Another example comes from Nicaragua, where in 2015 UNOPS provided 332 days of technical advisory services for the construction of the largest hospital in the country, as well as the procurement of necessary equipment. The new 476-bed facility offers a comprehensive range of services for Nicaraguans, including paediatric and neonatal intensive care, obstetric care, surgery and others. The hospital hosts the country’s first intelligent operating room, which facilitates medical consultations with other national and international hospitals through video-conferencing. Doctors can also transmit live training sessions to Nicaraguan medical students, strengthening the hospital’s teaching capacity.

In 2015, UNOPS procured and distributed

$15,730,032

WORTH OF GOODS AND SERVICES TO SUPPORT ACTIVITIES RELATED TO MALARIA, TUBERCULOSIS, HIV/AIDS, AND MATERNAL, NEW-BORN AND CHILD HEALTH

| TABLETS FOR THE TREATMENT OF MULTI-DRUG RESISTANT TUBERCULOSIS | 17,500,000 |
| CONDOMS | 1,682,352 |
| WORTH OF SUPPLIES TO SUPPORT X-RAY DIAGNOSTICS IN DETECTING TUBERCULOSIS | $1,142,418 |
| DIAGNOSTIC TESTS | 584,700 |
| PIECES OF MEDICAL EQUIPMENT | 4,590 |

In Sir Lanka, UNOPS people train local authorities on a new waste management system. Photo: UNOPS/Simonetta Siligato
Explosive hazards prevent children from going to school, inhibit farmers from working the land and block the safe delivery of humanitarian assistance. Each year they kill or injure thousands of people around the world. Unfortunately, in most post-conflict countries, these threats are very much a part of everyday life.

Within this context, UNOPS Peace and Security Centre helps partners implement and manage projects in some of the world’s most complex and challenging environments. In 2015, UNOPS supported mine-action, humanitarian, stabilization and explosive management activities, capacity enhancement of national actors and United Nations missions, and the weapons and ammunition management work of UNMAS and partners in 17 countries and territories.

UNOPS helped UNMAS deliver a range of results in 2015, including:

- Constructed 33 weapons and ammunition storage facilities
- Delivered 17 programmes around the world
- Provided risk education to over 2,639,000 people impacted by explosive hazards
- Assisted 22,000 victims
- Trained 3,500 healthcare workers, police, teachers and military personnel
- Destroyed 168,000 explosive remnants of war and 15,000 landmines
- Cleared 64 sq km of land and 4,000 km of road
- Constructed 33 weapons and ammunition storage facilities

LOOKING FORWARD

We plan to enhance our programme and project level reporting through the adoption of the GRI G4 standards in our Monitoring and Evaluation processes and in shaping our regional and country-level strategic sustainability objectives by adapting to the principle of materiality.

In the next several years, starting in 2016, capacity development in the management of our infrastructure projects will move closer to the regional and country level through the engagement of regional project advisors. This change will close the disparity in providing technical support to country-based projects and UNOPS headquarters by providing regional advisors to oversee design and execution of projects.

Through the development of our new e-commerce and e-sourcing systems, enhanced support for our colleagues on policy and training and the development of important relationships with key suppliers, we will continue to deliver efficient and sustainable procurement. Furthermore, we will continue to enhance our support to partners by complementing our traditional implementation services with technical and managerial advisory assistance, capitalizing on our expertise via an engagement modality that fully respects national ownership of projects and contributes to the development of local capacity.

We will also continue to promote internal learning across UNOPS projects and programmes to support our workforce with leading methodologies, best practices and knowledge management infrastructure. We aim to develop more streamlined and standardized processes across our projects to continuously improve excellence and sustainability in delivery across entire project life cycles, from business development to operational closure.

To strengthen our community engagement, we are currently exploring new ways of involving local people into the process of expressing their needs and shaping solutions in a project to rebuild housing in Gaza. Lessons learned from this new way of engaging with communities will eventually affect the way UNOPS works in other projects, putting communities at the heart of both planning and execution.
Guinea battled one of the worst outbreaks of Ebola in its history in 2014 and 2015. Over 2,000 Ebola deaths were recorded by the end of 2015. Now under control, 41 healthcare centres across the country are being rehabilitated and renovated to keep it that way.

Given the urgency of the situation, UNOPS expedited the project, undertaking financial and technical evaluations, and procurement activities. The beginning of works coincided with the rainy season, adding to the challenges that needed management.

Work began with individual assessments of each centre. Existing infrastructure was then overhauled and rehabilitated to make the facilities accessible and safe for the workers that use the space. This included renovating bathrooms, fixing surrounding fences and constructing or repairing water towers. Going forward, solar panels and waste treatment equipment, such as incinerators, will be procured and installed.

The UNOPS team selected, trained and supervised 23 local companies, five of which are managed by women, to complete the rehabilitation works. Two three-day training sessions were organized to build capacities of around 50 national construction companies in procurement and contract management.

The first three health centres of Benty, Farmoriah and Wonkifong were officially handed over in 2015. The 38 remaining health centres will be handed over in 2016 and, all together, will serve approximately 1 million people.
CASE STUDY
IMPROVING HOMES FOR FAMILIES IN COLOMBIA

Throughout 2015, UNOPS improved housing conditions in Chocó, Bolívar, Atlántico and Magdalena on behalf of the Government of Colombia’s Department of Social Prosperity.

1,853
FAMILIES HELPED BY PROJECT

17
MUNICIPALITIES

370
DIRECT JOBS

2,200
INDIRECT JOBS

The project drove interventions in housing, infrastructure and community social work, teaching sanitary, health and nutrition-related skills to 1,853 families across 17 municipalities, and designed, constructed or rehabilitated the same number of houses. The project reached 10,992 individuals and created 370 direct jobs and 2,200 indirect jobs, boosting employment and a sense of community in the municipalities.

Home improvements helped participants meet minimum housing conditions related to water, sanitation, architectural spaces, lighting and ventilation. The project also addressed the well-being of senior citizens, children under five years old, pregnant women, breastfeeding women, and teenagers with undesired pregnancies.

Following the success of the project, the Government of Colombia asked UNOPS to undertake a second, related project in 2016, this one comprising interventions and involving 2,500 families and homes spread across 15 municipalities.
CASE STUDY
FIGHTING A GLOBAL HEALTH CHALLENGE

Tuberculosis, still endemic in many countries worldwide, killed more than 4,000 people a day in 2014 – approximately 1.5 million people during the year – making it the main infectious disease killer on the planet.

In 2015, UNOPS took over the hosting and administration duties of the Stop TB Partnership from WHO. The partnership comprises more than 1,400 partners across 100 countries, including international and technical organizations, government programmes, research and funding agencies, foundations, non-governmental organizations, civil society and community groups, and the private sector, working to accelerate the fight to stop the spread of tuberculosis.

To support its activities, UNOPS provides human resources, procurement, contracting and other administrative services. In 2015, UNOPS established or amended 16 new donor agreements and one governance document; established or amended 49 procurement agreements and 25 new service contracts; procured services for 7 regional meetings; established or amended 56 new grants and paid out 143 grants; and conducted recruitment processes for 205 people – in support of the partnership and its work.
The programme aims to reduce the number of people in Myanmar living in poverty and hunger and ensure that Myanmar’s rural economic transformation is inclusive. Through the determined efforts of LIFT and its implementing partners, over 2 million people have achieved measurably improved food security, 680,000 people live in households with increased incomes, and 880,000 people live in households with increased assets, an important measure of household resilience. Child stunting also showed a dramatic improvement with a 3 percent reduction in the prevalence of stunted children, although further analysis is required to better understand how this reduction was affected.

Other major outcomes are significant increases in the use of regulated financial services and crop production. LIFT continues to support women, particularly through improved maternal nutrition, increased financial literacy and access to credit – 93 percent of LIFT-supported microfinance clients are women – and by insisting on equal wages for men and women in cash-for-work activities.

People are moving out of poverty. Since 2013, there has been a 35 percent decrease in households reporting to have earned less than Myanmar kyat (MMK) 50,000 per month (approximately $42), and a 22 percent increase in those earning at least MMK 100,000 a month (approximately $84). So far, LIFT has reached more than 3.5 million people, or roughly 7 percent of Myanmar’s population, and is active in just under half of the country’s townships.

UNOPS manages some of the largest development funds in Myanmar, including the Livelihoods and Food Security Trust Fund (LIFT). LIFT is a multi-donor fund established in 2009 to improve the lives and prospects of smallholder farmers and landless people in rural Myanmar.
By the end of 2015, there were over 6.5 million displaced persons throughout the country, 13.5 million people were in need of humanitarian assistance inside the Syrian Arab Republic, and over 4.5 million refugees had been forced to leave the country, making the Syria Crisis the largest displacement crisis globally.

UNOPS has been providing support to the response to the impact of the Syria Crisis in all of the affected countries.

MAKING THE SYRIAN ARAB REPUBLIC SAFER
In support of peacebuilding efforts in the Syrian Arab Republic, UNOPS has provided operational support to the Organisation for the Prohibition of Chemical Weapons in the country. In 2015, UNOPS helped the Organisation continue its internationally mandated work in the country, contributing to the destruction of 11 out of 12 declared chemical weapons production facilities.

PROVIDING INCOME-GENERATION OPPORTUNITIES FOR REFUGEES
With the Syrian Crisis in its sixth year, Jordan continues to host an unprecedented number of refugees. By the end of 2015, there were over 600,000 registered refugees in the country, of which 16 percent were residing in camps. UNOPS is supporting UNICEF by providing operational support for educational activities in the following refugee camps: Za’atari Refugee Camp, Azraq Refugee Camp, Emirati Jordanian Camp, Cyber City Refugee Camp and King Abdullah Park Refugee Camp.

Within the support being provided to UNICEF activities, UNOPS facilitated a cash-for-work initiative for the Syrian refugees residing in Za’atari and Azraq Refugee Camps, which generated 650 livelihood opportunities.

KEEPING REFUGEES SAFE
UNOPS works to improve safety and security for approximately 20,000 Syrian refugees in Azraq Refugee Camp. UNOPS worked hand-in-hand with the Syrian Refugee Affairs Directorate, on behalf of the Government of Japan, to deliver 31 essential vehicles in an effort to provide improved security to refugees and host communities.

Moreover, four new fully equipped paramedic ambulances and two light vehicles were donated to the Jordanian Government by the Government of Japan, and were delivered to Azraq Refugee Camp in 2015. The additional vehicles will help continue to provide humanitarian and emergency response services in the country.
CASE STUDY
HELPING THE PEOPLE OF IRAQ WHO NEED IT MOST

The surge in violence across Iraq and the constantly evolving security situation has left more than 10 million in need of humanitarian assistance across the country, and has resulted in 3.2 million internally displaced persons (IDPs).

GIVING LIGHT TO INTERNALLY DISPLACED PERSONS

With funding from the Saudi Humanitarian Fund for Iraq, UNOPS helped more than 165,000 individuals in 19 camps, through installing nearly 300 solar streetlights, giving access to electricity and light. Solar electrical systems were also installed at women’s clinics, secondary schools, primary schools, health centres and a registration centre in these camps, ensuring access to sustainable electricity, air conditioning and lighting to promote public safety and reduce the operational costs of each camp. UNOPS also distributed solar-powered lantern- and mobile phone-charging kits to more than 120,000 families across Iraq, working with local civil society organizations for installation and distribution.

PROVIDING ACCOUNTABILITY

The Iraq IDP Information Centre is a toll-free hotline service to Iraqis who have been displaced by conflict. The Centre provides information on available humanitarian assistance, such as food distribution points, medical services and shelter options, and receives feedback from displaced families on the humanitarian response provided by aid agencies.

The Centre was launched in July 2015 and has since received more than 15,000 phone calls. It is implemented and managed by UNOPS, on behalf of the Iraq Humanitarian Country Team, with funding from UNHCR, WFP, the UN Office for the Coordination of Humanitarian Affairs, WHO, the Iraq Humanitarian Pooled Fund and the Office of the UN Iraq Resident and Humanitarian Coordinator.
CASE STUDY
WAITING FOR PEACE IN SOUTH SUDAN

More than 6 million people are in urgent need of humanitarian assistance throughout South Sudan. As of April 2016, 1.69 million South Sudanese are internally displaced and tens of thousands of Sudanese have sought refuge in northern South Sudan as conflict persists.

UNOPS has worked with national authorities since 2005, building schools, health clinics and roads. The country needs additional infrastructure – more roads, functioning ports, more schools and hospitals – but as long as the peace process remains stalled, progress is limited.

In 2015, UNOPS constructed main access and internal camp roads in and around Ajuong Thok Refugee Camp, home to over 30,000 refugees from Sudan. With funding from UNHCR and the United Nations Central Emergency Response Fund, new roads have facilitated access to refugees, improved security, increased enrolment in schools, and improved access to markets and health facilities.

On behalf of the South Sudan Common Humanitarian Fund, UNOPS planned, designed and rehabilitated Rubkona Airstrip in Unity State, South Sudan. The rehabilitation and extension of the airstrip was ranked as the top 2015 infrastructure priority in the country by the WFP-led Logistics Cluster, and serves as the primary source of access to over 100,000 internally displaced persons. By providing more reliable access, especially during the rainy season, the project contributed to improved cost-effectiveness and efficiency in the delivery of life-saving humanitarian supplies.
Environmental sustainability and adaptation to climate change are high on our agenda. We continually strive to improve our monitoring and control of the environmental impacts of all our projects, from the planning to the execution phase.

Our infrastructure services represent a large share of our environmental impacts. We therefore developed an Environmental Management Policy for Infrastructure in 2013, which was followed by the development of a robust EMS to help identify the environmental impacts of our infrastructure activities, so that appropriate mitigation measures can be implemented to control them and thereby minimize any negative impacts on the environment. The EMS is certified to the ISO 14001 standard in six locations (Denmark, Kosovo, Guatemala, Afghanistan, Sri Lanka and the State of Palestine), with plans to have seven more offices certified in the near future.

We recognize that we need to understand and monitor the environmental impacts of all types of projects. At a project level, we currently assess the environmental impacts of infrastructure projects, but we do not yet monitor this for all other types of projects without an infrastructure component. Although infrastructure projects are the most likely to have an environmental impact, only 33 percent of those projects reported in 2015 that efforts were made to mitigate environmental impacts on project locations. When looking at all projects, that number fell to 10 percent. We believe we can do better than this, and we will strive for that in 2016.
MEASURING OUR ENVIRONMENTAL IMPACT

GREENHOUSE GAS (GHG) EMISSIONS
As part of the UN’s goal of becoming climate neutral, UNOPS is increasingly incorporating low-carbon thinking into all of our work. Measuring, reporting and reducing our carbon footprint on an annual basis are important parts of this. Each year, we measure our GHG emissions, reporting on emissions generated by official vehicles, generators, heating, refrigerants, electricity, contracted daily transportation of staff, and official travel from both direct and indirect operational activities.

UNOPS emissions by source, 2015

SCOPE 1
- 21.8% Vehicle fleet
- 17.4% On-site fuel combustion
- 0.9% Refrigerants
- 1.4% CFC/HCFCs*

SCOPE 2
- 9.8% Electricity
- 0.3% Purchased heat/steam

SCOPE 3
- 43.5% Air travel
- 3.7% Entitlement travel
- 1.3% Public transport

We manage the carbon emissions of our facilities and office operations with particular care. Every year, we conduct a global inventory that covers more than 60 offices. This inventory, which follows the methodology of the Greenhouse Gas Protocol, includes emissions from facilities and business travel. The latest Greenhouse Gas Inventory Management Plan that details the inventory process is available on the UNOPS website.

UNEP collects and publishes the results in the annual report *Moving towards a Climate Neutral UN*, which presents the emissions profiles of all United Nations agencies.

Transporting our workforce makes up a significant share of UNOPS GHG emissions. In 2015, 70 percent of our corporate emissions consisted of transport-related emissions, including: 3,646.7 tonnes of CO2 equivalent (t CO2eq) for our vehicle fleet; 7,279.4 t CO2eq for air travel; 613.5 t CO2eq for entitlement travel; and 210.5 t CO2eq for public transport. Currently, the environmental impacts of transporting our workforce are not mitigated. However, initiatives are under development to address this.

Since 2013, UNOPS has reduced its annual energy use by 27 percent. In 2015, UNOPS consumed 16,172,157 kilowatt hours (kWh) or 58,220 Gigajoules of direct energy from three sources: purchased electricity, purchased steam and on-site fuel combustion.

CHALLENGE

MEASURING OUR CARBON FOOTPRINT

Measuring our CO2 emissions is an important first step toward climate neutrality, but it is not the end of the process. Reducing and offsetting carbon emissions is vital for living up to our corporate ambition of climate neutrality.

At UNOPS, we have been using a GHG inventory to track and monitor our corporate climate footprint since 2010 (for 2009 emissions). We also offset our emissions by purchasing Certified Emission Reductions (CERs) credits.

As an organization, we have never set a corporate target to reduce GHG emissions. However, we are starting to support country offices with implementing emission reduction activities, taking their local emission profile into account. Offices that develop an Environmental Management Plan as part of their EMS are encouraged to include at least one emission reduction initiative, based on local situations.

In Afghanistan, for example, our colleagues have purchased videoconferencing equipment that has reduced the need for mission travel. They have also focused on improving energy efficiency by rewiring the building, switching to LED lighting and synchronizing generators. These initiatives have led to fuel savings of up to 12 percent in 2014 and 14.4 percent in 2015.
OUR COMMON WORLD

WASTE DISPOSAL
Sixty-two percent of UNOPS offices reported on waste disposal in 2015. However, there are still large data gaps within these offices’ waste reports, as not all their waste disposal methods have been captured. The total treated waste reported for 2015 was 1,186,332 kg. This included: 57,182 kg of recycled waste; 637 kg of composted waste; 26,938 kg of incinerated (burned) waste; 1,028,697 kg of waste sent to landfill; and 39,230 kg of other types of waste. UNOPS offices reused 20,793 kg of waste (including for energy production). For 12,855 kg of waste, it is unknown how the waste was segregated.

WATER USE
Eighty-nine percent of UNOPS offices reported on water consumption in 2015. The total water consumed in 2015 was 135,400 m³. UNOPS offices obtain water from different sources. In 2015, these included: 864 m³ from surface water (wetlands, rivers, lakes, and oceans); 40,316 m³ from groundwater; 414 m³ from collected and stored rainwater; and 92,966 m³ from municipal water supplies or other water utilities. For 840 m³ of water, the source is unknown.

UNOPS water consumption by source, 2015
- 68.7 % Municipal water supplies or other water utilities
- 29.8 % Groundwater
- 0.6 % Surface water
- 0.6 % Unknown
- 0.3 % Rainwater
- 0.0 % Waste water

UNOPS water consumption by source, 2015

BIODIVERSITY
We also help protect biodiversity through local and regional projects. These projects include managing transboundary protected areas such as those within the Congo Basin and the Upper Guinean hotspot; conserving biodiversity in production landscapes, for example through the preservation of fisheries in several large marine ecosystems in Asia, Latin America, Africa, and Europe; and conserving endemic livestock species in four countries in West Africa.

Another example of how we consider biodiversity was in Mali; as part of a project to support the disarmament, demobilization and reintegration of ex-combatants, we applied the precautionary principle and helped ensure that the location of a health centre was chosen so as to avoid fragile ecosystems and wetland areas. In addition, UNOPS has supported the Global Environment Facility Small Grants Programme (GEF SGP) since its inception in 1992. GEF SGP provides grants to non-governmental and community-based organizations in developing countries to help them tackle climate change, conserve biodiversity, protect international waters, reduce the impact of pollutants and prevent land degradation.

WORKING WITH PARTNERS TO PROTECT BIODIVERSITY IN AFRICA
In West Africa, drought, demographic pressures and human activities, such as deforestation and agriculture, pose threats to many breeds of livestock. With funding from GEF and the African Development Bank (AfDB), UNOP developed an eight-year project to strengthen the genetic characteristics of three species of livestock (West African dwarf goat, Djallonké sheep and N’dama cattle), while increasing their productivity and preserving their natural habitats. UNOPS has helped local communities develop a sustainable and integrated approach to livestock management, helping to preserve the well-being of these species, in an effort to reduce food insecurity. The project has benefited some 2.5 million people in The Gambia, Guinea, Mali and Senegal.
RESILIENCE AND CLIMATE CHANGE

In December 2015, 195 countries adopted the first-ever universal, legally binding global climate deal at the Paris Climate Conference. The agreement sets out a global action plan to limit global warming to below 2°C and put the world on track to avoid the dangerous effects of climate change.

UNOPS is uniquely positioned to have an applied understanding of the nexus between climate change, climate variability and development. On behalf of our partners, we help implement climate-resilient development and adaptation solutions that are consistent with national priorities and emission targets.

Climate change poses an unprecedented challenge to the efforts of the development community. In UNOPS, we want to be exemplar in our climate behaviour. Climate change mitigation and adaptation are embedded in our infrastructure and project management practices. We owe this to the communities we serve.

At a project level, we are able to improve resource efficiency in projects by reducing energy and water use, prioritizing the usage of sustainable, renewable and low-impact resources wherever possible and respecting the local context. Special attention is paid to synergies between adaptation and mitigation measures, ensuring that infrastructure is both low carbon and climate-resilient.

UNOPS already provides support when the cross-border nature of environmental issues necessitates coordinated international action. For example, UNOPS executes a water resources and climate change portfolio of projects that can support a range of partners in meeting their commitments to the objectives outlined in the 2030 Agenda.

ANTICIPATE, ABSORB, RESHAPE
In November 2015, UN Secretary-General Ban Ki-moon launched a new initiative – Anticipate, Absorb, Reshape (A2R) – to build climate resilience in the world’s most vulnerable countries. This inter-agency initiative will help address the needs of nearly 634 million people who live in at-risk coastal areas, as well as those living in areas at risk of droughts and floods.

As part of this initiative, and in an effort to better build physical and natural infrastructure, UNOPS Resilience Pathways will be progressively implemented across 30 countries by 2020. As such, A2R firmly positions UNOPS as a leading organization in the global resilience field.

Building infrastructure is a long-term commitment that is very difficult to reverse. As a result, infrastructure decisions have major implications for the environment, sustainability, adaptation to the impacts of climate change and community resilience.

In emerging economies, major infrastructure investment will lock in patterns of development for decades to come. Least-developed countries struggle with the greatest deficit in infrastructure provision, including basic energy, water and sanitation services, and transport connectivity that would enable trade and growth. It is essential that governments have access to new methods to evaluate the performance and impact of long-term plans and policy for infrastructure service provision in an uncertain future.

Governments need to plan, design and implement infrastructure that is resilient to withstand, recover and adapt to and from shocks and stresses. To date, most disaster preparedness and planning, in particular in developing countries, is retrospective. Therefore, if we are to rise effectively to the challenging effects of climate change, we need to be proactive and identify future risks and to build appropriate and affordable levels of resilience into all our future planning.

To meet these current and future challenges, governments will need to make the most efficient use of existing infrastructure assets and make the most effective use of scarce financial resources for these investment needs, as well as attracting new sources and streams of funding, such as from the private sector. Strategic evidence-based project selection will be key in this.

Through our knowledge, experience and partnerships, UNOPS is uniquely positioned to assist governments in making this fundamental shift in the approach to infrastructure planning, decision-making and implementation, to one that is based on evidence and transparent business cases.

In our support to governments’ development agendas, UNOPS has developed an Evidence-Based Infrastructure Development Model. The model provides best-practice approaches, systems and tools to assist countries in aligning their infrastructure delivery with global
There are several common difficulties we face in implementing disaster risk management policies and building resilience.

Often, obtaining political and economic commitment from governments and policy makers is a challenge. While many agree that reducing disaster risks is important, other priorities, such as poverty reduction, economic growth and social welfare often take priority and require greater attention and funding.

Another common challenge refers to poor coordination between stakeholders, and the often siloed sector-based approaches to disaster risk reduction. A lack of information sharing also contributes to ad-hoc and uncoordinated resilience planning.

To better build physical and natural infrastructure and ensure a more coordinated approach to resilience, in 2015 UNOPS announced a new, comprehensive planning tool – Resilience Pathways – to help countries integrate resilience planning across multiple sectors to address common challenges.

In an effort to overcome these challenges, UNOPS is implementing a pilot project in Afghanistan to develop a strategic framework for the Ministry of Disaster Management and Humanitarian Affairs based on the model.

We want to learn from this project and apply its insights to other parts of our operations.
YOUR FEEDBACK IS IMPORTANT TO US!

For any questions, comments and/or suggestions on this publication please contact:

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OUR STATEMENT

In June 2016, an overarching purpose statement for the organization was created:

• We help people build better lives and countries achieve sustainable development.
• We bring to this task the values and principles of the United Nations and the innovation, boldness, speed and efficiency of a self-financed institution.
• We bring the highest international standards to what we do, whilst respecting local contexts. We do this as our contribution to tackling the huge challenges of the 21st Century.
• We provide practical solutions to assist our partners to save lives, to protect people and their rights, and to build a better world.
• We aspire to be a leader in efforts to channel private-sector investments for social and environmental impact while addressing the immense needs for sustainable development.
• What drives us is a passion to fight inequalities and to provide opportunities to those most vulnerable. This means we often work in the most challenging environments, building foundations for communities to function and people to live with dignity and respect.
• We are passionate about quality: in our people and in what we do.
• We earn the trust of those we work with by caring about what they value, and by delivering on our promise to always act in the service of people in need.

OUR VISION AND MISSION

To clearly convey this purpose statement, we have adjusted the organization’s vision and mission as follows:

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

OUR MISSION is to help people build better lives and countries achieve sustainable development.