

*Inside: Yemen,
Ghana, Bangladesh,
2 million days of
paid work for women,
\$420 million of
local goods & services,
200+ schools and
health clinics,
1,500+ kms of roads.*

UNOPS ABILITY 2018

Our common world

IMPACT UNOPS SUSTAINABILITY REPORT 2018



1. According to Caroline, a nurse in Turkana, Kenya, the solar lighting at the maternity hospital has made deliveries safer for mothers and babies.
© UNOPS/John Rae

2. Children are among the most affected by malaria in communities in Laos on the border with Vietnam.
© UNOPS/Elise Laker

3. Agriculture offers great opportunities to raise living standards for millions of people around the world.
© UNOPS/Elise Laker



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TODAY'S CHALLENGES CAN BE SOLVED

Words by Grete Faremo



Under-Secretary-General and
UNOPS Executive Director

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2018 was a year of great opportunities and immense challenges. Many people see progress, but armed conflicts continued to drive hunger rates and food insecurity. Millions of people fled their homes in search of safety and protection. Inequality levels are growing. And, as the UN Secretary-General has stated, the world is not on track to meet the SDGs, nor will it avoid some of the most serious consequences of climate change.

Now, more than ever before, the world needs to make a coordinated effort to bring about positive change. UNOPS role in that change, is to be a resource – for Member States, the UN family, and partners across the public and private sectors. Our services extend from supporting the implementation of Security Council and General Assembly resolutions, to helping address humanitarian crises, development efforts, and peace and security priorities around the world.

This year, in our annual sustainability report, we highlight our support to a selection of critical humanitarian emergencies and development initiatives.

These include: Providing over 65,000 Yemenis with access to improved critical urban services, and generating more than 230,000 local, paid work days in the process; supporting 22 organizations as part of a coordinated response to help Rohingya refugees in Bangladesh, through work as a fund manager; furthering economic development and cooperation by helping more than 1.5 million people safely cross between Kosovo* and Serbia each year; increasing access and improving the safety, effectiveness and efficiency of maternal and child care in Ghana; and delivering significant savings in the costs of healthcare in Guatemala, through introducing greater levels of efficiency and transparency throughout public procurement, reducing the potential for corruption.

Over the course of 2018, once again, UNOPS support remained field-focused. Across more than 80 countries, UNOPS-supported projects created more than 5 million days of paid work for local people, more than 2.3 million of which were undertaken by women. We delivered

almost \$1.9 billion worth of support, the majority of which took place in some of the world's most fragile and conflict-affected states.

In 2018, we also launched two ambitious strategies in support of global movements to address gender equality. We have much work to do to reach our gender targets, but I reiterate our commitment to addressing this area of critical importance. We will do everything we can to reach our goals, and pledge to call on expertise from all sectors of society in support of our aims.

The challenges that face us in today's world should not be underestimated. Yet we should also not forget that today's challenges can be solved. This will require new ideas, new approaches and ever closer partnerships. It will need a more efficient, effective and accountable UN. And it requires funding well beyond Official Development Assistance. The international community stands ready to support. The role of the private sector is key. This is no time for half measures. This is a time to accelerate our actions together.

**All references to Kosovo are made
in the context of UNSCR 1244*



SECTION I

SUSTAINABILITY

Sustainability is at the forefront of UNOPS work around the world.

We aim to help our partners maximize the positive impact and sustainability of their projects, to better serve communities in need. Highlights of our key indicators and how we measure our sustainability are on the pages that follow.

/ Improved infrastructure has helped people like Maria, whose grandchildren can now safely walk to school. © UNOPS/John Rae

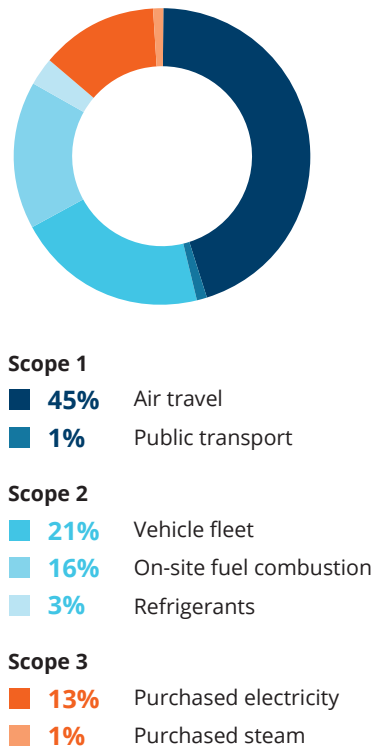
How we measure our success

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

Through GRI, we speak a common reporting language to both those inside and outside of the United Nations. Here we reaffirm our commitment to measuring ourselves against international standards.

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

Emissions by source, 2018



THE JOBS WE CREATE

Our commitment to sustainability is underlined by the jobs we create in the communities where we work.

In 2018, more than 5 million days of paid work were created through projects we supported. Of this, women undertook more than 2.3 million of these days. The majority of this was related to our work in infrastructure.

By providing employment opportunities to local people, we help support more sustainable outcomes. And by providing an income and training people in important skills, we increase the potential for future employment, as well as the chance that these salaries are spent locally.



1. Faced with rising sea levels, UNOPS helped build over 2,400 meters of sea defense walls in Tanzania to protect vulnerable communities. © UNOPS/John Rae

2. In Cambodia health volunteers help protect people from malaria. © UNOPS/Elise Laker

BUILDING LOCAL ECONOMIES

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

In 2018, more than \$420 million worth of procurement activities went to local suppliers. The use of local suppliers reduced emissions produced during transportation, in turn, reducing the total environmental impact. In addition, these activities directly supported local businesses, ensuring that we help our partners strengthen local and national capacity within the same communities.

THE KNOWLEDGE WE BRING

We contribute to social sustainability and national capacity by passing on technical skills and experience to the people we work with on the ground.

We take pride in the fact that our expertise is grounded in international best practices. In 2018, we provided over 31,000 days of technical advice to stakeholders across a range of our projects.

OUR CLIMATE

UNOPS has been climate neutral since 2012. To achieve this, we carefully monitor the effect we have on the environment. Measuring our impact on the planet is a foundation of sustainability. In 2018, UNOPS operations emitted 15,631 tonnes of carbon dioxide equivalent, the common unit for describing greenhouse gas emissions. In comparison, 16,980 tonnes were reported in 2017. All of UNOPS emissions are offset using certified emission reductions, with Gold Standard certification developed under the United Nations Clean Development Mechanism.

Where we work

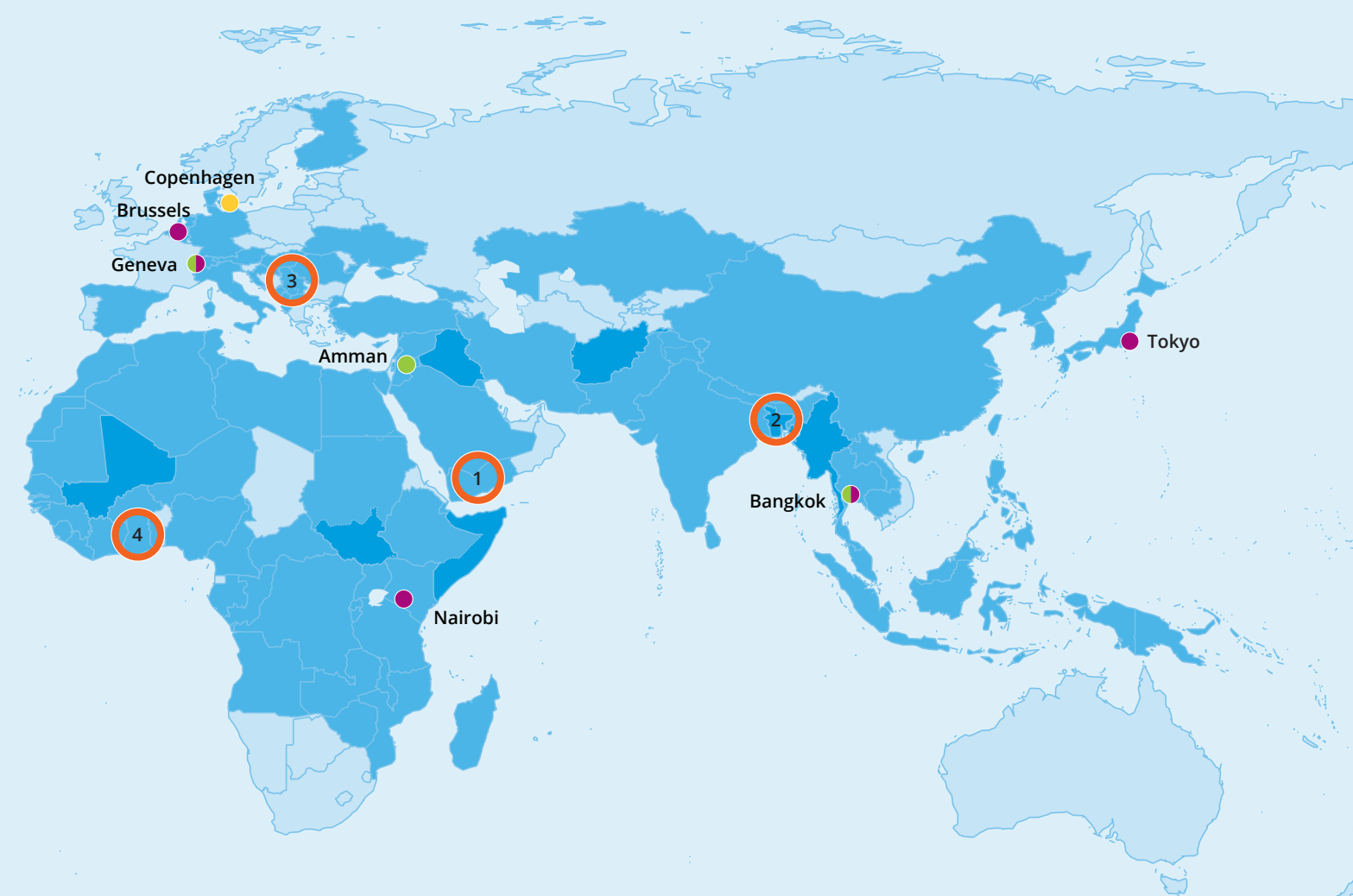
UNOPS is headquartered in Copenhagen, Denmark. The Africa Regional Office also operates from this location while the other regional offices are located in: Panama City, Panama (for Latin America and the Caribbean); Amman, Jordan (for the Middle East); Bangkok, Thailand (for Asia and the Pacific); and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

UNOPS supports partners across the globe, working in some of the most challenging and complex environments. In 2018, our personnel were present in more than 80 countries.

UNOPS has liaison offices that help facilitate our global outreach, including in Copenhagen, Bangkok, Brussels, Geneva, Nairobi, New York, Tokyo and Washington, D.C.

- UNOPS HQ, which includes the Africa Regional Office
- Liaison offices
- Regional offices

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.



- 1 Bringing life-saving services to the people of Yemen
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- 2 Working together to help Rohingya refugees in Bangladesh
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- 2018 countries and territories of delivery
- Top 10 countries and territories of delivery
 - Myanmar
 - South Sudan
 - Argentina
 - Somalia
 - Iraq
 - Bangladesh
 - Guatemala
 - Afghanistan
 - Mali
 - El Salvador



SECTION II

UNOPS

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

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

/ In 2018, UNOPS constructed, designed or rehabilitated more than 100 schools, improving access to education for children worldwide.
© UNOPS/Atsushi Shibuya



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

António Guterres,
Secretary-General, UN

How we work

We are focused on implementation, committed to UN values and private sector efficiency. We are the only part of the UN not receiving core funding.

Our partners call on us to supplement their own capacities, improve efficiency and transparency, reduce risks, boost cost-effectiveness and increase quality.

/ Fabien and Mai work on a water treatment facility to improve access to clean water for residents of Dennery North, Saint Lucia.
© UNOPS/Elise Laker



/ UNOPS in numbers

more than
5 MILLION
days of paid work were created for beneficiaries; women undertook more than 2.3 million of these days of work

more than
\$900 MILLION
worth of goods and services were procured for our partners

over
\$420 MILLION
worth of procurement budgets went to local suppliers

more than
1,500 KM
of roads designed, constructed or rehabilitated

more than
100 SCHOOLS
designed, constructed or rehabilitated

Our services

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

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

Our main areas of expertise include:

INFRASTRUCTURE

We plan, design, construct and maintain a wide range of sustainable and resilient infrastructure solutions.

From transport, energy, health and education infrastructure, to advising governments on ways to make infrastructure more effective, our experts can help improve the outcomes on investments in infrastructure, for the benefit of local populations and national development.

PROJECT MANAGEMENT

We manage projects and programmes of every size while simultaneously enhancing the capacity of developing countries to manage their own initiatives.

With more than two decades of experience gained through thousands of projects, UNOPS brings the agility and technical expertise needed to get the project done – on cost, on schedule and meeting quality requirements.

/ In 2018, UNOPS delivered almost \$1.9 billion worth of projects on behalf of our partners

PROCUREMENT

Through transparent and effective methods, we specialize in finding new ways to help governments make public procurement more efficient. We are experts in rapid and transparent procurement, whatever the size, scale, product or service you need.

We advise governments to ensure that public procurement reaps benefits for the whole of society. This includes providing solutions to address fraud and corruption, increasing competitiveness and effectiveness.

FINANCIAL MANAGEMENT

We have provided trustee and fund management services totalling more than \$2 billion on behalf of governments and multilateral institutions since 2010.

Our services include managing grants and pooled funds and providing advice and oversight for project and programme budgets.

HUMAN RESOURCES

We offer flexible and tailored human resources solutions to UN partners where speed and efficiency are essential.

We provide specialist human resources support in peace and security contexts, during rapidly changing humanitarian emergencies, or for longer-term development, based on the needs of partners.

How we contribute

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

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

For example, UNOPS supports mine-action, humanitarian, stabilization and explosive management activities, as well as capacity-building on national actors and United Nations missions, and the weapons and ammunition management work of the UN Mine Action Service (UNMAS) and partners in 17 countries and territories around the world. Totalling around \$240 million, UNOPS helped its main partner, UNMAS, deliver a range of results, including:

- In Mali, some 25,000 individuals received risk education on explosive hazards, small arms and light weapons, including around 6,100 women and nearly 13,000 children.
- In Iraq, 115,000 square metres of land was cleared, in areas liberated from the Islamic State of Iraq and the Levant, and over 2,500 explosive hazards were found and rendered safe. In addition, more than 253,000 beneficiaries received direct risk education sessions, including at-risk populations such as internally displaced persons, returnees and host communities.



- In Somalia, demining and explosive ordnance disposal teams cleared over 3.8 million square metres of land and destroyed more than 3,000 explosive devices. More than 30,000 beneficiaries received explosive hazard risk education. To enhance the improvised explosive device search capability of troops from the African Union Mission in Somalia, formal training was provided to some 11,000 participants.
- In Syria, to mitigate the impact of explosive hazards and prevent casualties, extensive risk education activity was coordinated across most of the country. In total, more than 1.8 million Syrians were reached with risk education.

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

For example, UNOPS and the Swedish International Development Cooperation

Agency (Sida) have a long-standing partnership in northern Afghanistan, where we have been constructing and rehabilitating roads together since late 2007 under the Rural Access Improvement Project. The current fourth phase, covering 2016 to 2020, includes a greater focus on capacity development and gender. In 2018, 12,000 days of paid work benefited local women while 35 kilometres of paved road and 116 kilometres of unpaved road were completed. In 2018, 92 per cent of UNOPS infrastructure projects reported actions related to achieving gender and diversity goals, such as enabling equal access or delivering capacity-building activities to minority groups or women, in the design or implementation phase.

Support countries in expanding the pool and effectiveness of resources available to achieve the 2030 Agenda. UNOPS is working to further partnerships between the public and private sectors. One way we do this is by partnering with private sector organizations whose resources and expertise can complement

our work in countries and regions around the world. For example, UNOPS continued to develop its Social Impact Investing Initiative (S3I) and explore opportunities for collaborative partnerships to mobilize alternative funding sources for the 2030 Agenda, particularly in the areas of affordable housing, renewable energy, and water and sanitation.

In 2018, in an effort to relieve ongoing housing crises, UNOPS signed agreements with the governments of Ghana and Kenya to help build a total of 200,000 homes. It is estimated that Kenya needs 2 million more houses and Ghana needs 1.7 million more. UNOPS will seek to attract hundreds of millions worth of investment. Local building materials, equipment and expertise will be used in the project, providing business opportunities and an estimated 3,000 jobs for the local community over the next 6 to 10 years.

Soe Soe Thin and Phyu Phyu Htway visit a newly constructed healthcare centre in Mon State, Myanmar. © UNOPS/Sebastian Higginson



SECTION III

OUR PROJECTS

CASE STUDIES

1. Yemen
2. Bangladesh
3. Kosovo and Serbia
4. Ghana
5. Guatemala

/ Rohingya children play in Cox's Bazar District, Bangladesh which has one of the largest refugee camps in the world.
© UNOPS/John Rae



CASE STUDY 1

Bringing life-saving services to the people of Yemen

Last year, Yemen entered its fourth year of conflict; the humanitarian situation continued to worsen. At the end of 2018, around 75 per cent of the population was in need of humanitarian assistance. Around 2 million people were displaced from their homes – half of them children – while over 17 million people were considered food insecure. Throughout the country, the provision of public services, such as electricity and water, had come to a virtual standstill.

In an effort to relieve the ongoing crisis, UNOPS, with funding from the World Bank, is working to restore access to critical urban services in selected cities across Yemen. Restoring key services – including water and sanitation, transportation, energy, and waste management – is critical to improving health, basic living conditions and local economic activity.

The project targets issues such as uncollected garbage and untreated sewage water, both of which contributed directly to the cholera epidemic in 2018. In addition, the project addresses the urgent needs for road repairs

to improve mobility and access essential social services, including hospitals and health centres.

Within this context, the World Bank and UNOPS developed an integrated, multi-sectoral approach to service delivery to respond to the multi-faceted needs on the ground. The approach is flexible and helps to identify services that address the most urgent needs of the urban population, and provides the opportunity to scale-up support in emergency situations. By applying Emergency Procurement Procedures, for instance, UNOPS provides faster and simplified procurement processes, reflecting the timely needs of partners and beneficiaries.

In 2018, through the procurement of goods and works, UNOPS provided over 65,000 Yemenis with access to improved water and sanitation services, rehabilitated 23 kilometres of roads, and restored 354 megawatts of electricity generation, including the provision of solar energy to two general hospitals in Sana'a and Hodeida.

UNOPS ensured that most of the awarded contracts went to local suppliers and contractors, helping to boost the local economy. At the same time, the project helped generate 236,337 work days for the people of Yemen.

“We are proud to support the World Bank in this essential project to revitalize critical services in Yemen and improve living conditions for up to 1.4 million people,” said Bana Kaloti, UNOPS Regional Director for the Middle East.

In addition to working with three local implementing partners, UNOPS is engaging with local authorities, institutions and communities to facilitate local ownership and project sustainability. Decisions on the most pressing needs are made at the community level. Citizens, especially women, have a voice in identifying projects.

By restoring critical services, while simultaneously rebuilding local-level capacity, over one million Yemenis are expected to benefit from improved services and living conditions over a three-year time period.



1. Restoring access to critical urban services across Yemen is desperately needed to improve health outcomes and basic living conditions. © UNOPS/World Bank Group
2. Efforts to remove waste, improve roads and provide access to clean water helps citizens restore a sense of normalcy. © UNOPS/World Bank Group
3. After years of conflict, waste collection and disposal services collapsed, requiring innovative solutions to clean up accumulated garbage. © UNOPS/World Bank Group
4. Yemeni workers help improve livelihoods and boost local economies by improving community roads. © UNOPS/World Bank Group





CASE STUDY 2

Working together to help Rohingya refugees in Bangladesh

Following conflict in Rakhine State, Myanmar in late August 2017, Rohingya people fled to Bangladesh seeking safety – including to Cox’s Bazar, in the south-eastern part of the country. Cox’s Bazar District has become what some are calling the largest refugee camps in the world. Made up of over 30 camps, more than 900,000 people – mainly Rohingya women and children – live in an area covering about 24 square kilometres. Cox’s Bazar has one of the densest concentration of refugees in the world.

“Before the camps were set up, people had no place to sleep, they had no food, they had no support,” said Hashan Ali, Monitoring, Evaluation and Reporting Officer, UNOPS in Bangladesh. With so many people in such a small area, there are ongoing concerns over the lack of adequate shelter, water and sanitation facilities, and access to basic services. Humanitarian assistance continues to be vitally needed.

The £111 million ‘Strengthening Humanitarian Preparedness and Response’ programme – funded by the United Kingdom’s Department for International Development (DFID) – is providing just that.

As the fund manager for the programme, UNOPS is working closely with several national and international partners that are improving conditions for Rohingya people residing in the camps, as well as in host communities.

UNOPS contracts implementing partners, oversees the quality assurance of the broader programme and provides budgetary, financial monitoring and programmatic monitoring, and evaluation services.

“This comprehensive programme works across all sectors,” said Mr Ali. “UNOPS is providing immediate support to our partners, helping them to meet the immediate needs of the Rohingya people.”

Several United Nations organizations, non-governmental organizations and government partners are working together to assist Rohingya people in Cox’s Bazar. Implementing partners are providing a range of critical assistance including cash-for-work opportunities, shelter, food, water, education, health and nutrition, protection, sanitation and hygiene services.

“The way governments, international agencies and the United Nations are collaborating is really one example of how, within a short amount of time, all the stakeholders can act and cooperate quickly,” said Mr Ali.

As part of its monitoring and evaluation activities for the programme, UNOPS supports the Start

Network, which responds to recurring hazards faced by the communities. The Start Fund Bangladesh is a £10 million rapid emergency response fund set up by the Start Network – with support from DFID – that is accessible to national and international non-governmental organizations operating in Bangladesh. This enables early, rapid response to emergencies in Bangladesh.

UNOPS also tracks progress against set goals, checks the progress of implementation and makes recommendations, as well as conducts desk reviews of partner reports, as part of this work. Under the same programme, UNOPS is also implementing the National Resilience Programme. We provide technical advisory services to Bangladesh’s Local Government Engineering Department to help the country increase its national resilience to natural and climatic shocks and stresses (such as earthquakes and cyclones), as well as recurrent natural events (such as monsoon flooding). UNOPS has provided grant management support directly to 22 organizations who are implementing 53 projects in the country, 31 of which have been completed.

- 1. More than 500,000 refugee children live in Cox’s Bazar; nearly half of them unable to receive an education.
© UNOPS/John Rae
- 2. The scale of the refugees’ needs places immense pressure on Bangladeshi facilities and services.
© UNOPS/John Rae
- 3. Cox’s Bazar District is home to nearly a million refugees, mainly women and children who have fled conflict in neighbouring Myanmar.
© UNOPS/John Rae
- 4. Much needed supplies are unloaded at a distribution centre in Cox’s Bazar.
© UNOPS/John Rae



CASE STUDY 3

Supporting economic development and cooperation in Kosovo and Serbia

Funded by the European Union Office in Kosovo, the Integrated Border Management (IBM) Kosovo Project, implemented by UNOPS, is establishing three common crossing points between Serbia and Kosovo.* The €11 million project aims to foster economic development as well as enhance regional cooperation, peace and stability.

Situated at Merdarë, Bërnjak and Mutivodë in Kosovo – the crossing points are being hosted and reconstructed in partnership with the government of Kosovo and the European Union Office in Kosovo. UNOPS is responsible for the design, construction, procurement and financial management activities for the facilities at each location. This includes the installation and relocation of essential infrastructure, including traffic infrastructure and bridges.

The facilities have been designed to meet European standards for integrated border management. The modern infrastructure will help facilitate institutional, operational and procedural reforms – facilitating free trade and the movement of goods and people. Upon completion, the three crossing point facilities will house 200 officers helping more

than 1.5 million people safely cross between Kosovo and Serbia every year – more than 4,000 citizens on average every day.

“These crossing points will be among the most modern ever built, and will include comfortable and professional environments for officials working at the facilities,” said Brendan Keirnan, UNOPS Head of Office in Pristina.

These facilities will also support an effective and efficient law enforcement system in the fight against organized crime, terrorism, irregular migration and human trafficking.

“The cooperation between the government of Kosovo and the European Union – UNOPS as an implementing partner selected by the EU – has been excellent for the realization of the project and will continue in the construction phase,” said Edita Tahiri, Kosovo’s former Minister for Dialogue.

Sustainability and building local capacity are important aspects of this project. Since construction started in February 2017, valuable local employment opportunities have been

created in a range of fields, including project management, engineering, procurement and administration. At the two sites in Merdarë and Mutivodë in Kosovo, the project has created almost 260,000 work hours, delivering important economic benefits to local people and communities.

Gender mainstreaming is another important consideration in this project. The project team incorporated mainstreaming aspects into the solicitation documents for construction works by carefully analyzing gender-based constraints and opportunities in the country.

During the procurement process, all submissions received had qualified female personnel included in the professional technical positions, as well as the composition of the proposed team. The contractors who are now implementing the works under UNOPS supervision have qualified female personnel as key members of their management teams. Female project engineers are already part of the UNOPS project team. Beyond this, training sessions for local capacity building were held to increase awareness on strengthening

Female engineers are an essential part of the UNOPS project team delivering the new common crossing points between Kosovo and Serbia.
© UNOPS/Elise Laker

construction management, as well as occupational health safety and welfare standards, for women and men equally.

Environmental impact has also been taken into account. This includes utilizing water saving products in the facilities, using wood waste in other projects or selling it for firewood locally, and using demolition and other concrete waste materials for backfilling in the construction works. The local construction contractor sells steel waste to a local recycling company.

The sites will contribute towards energy saving and efficiency. This includes a design to reduce indirect emissions from waiting cars at the crossing points, solar panels to maximize the use of renewable energy and materials with higher thermal properties to reduce overall energy use. Nature-based solutions were also implemented to address storm water treatment and retention. The wastewater from toilets is treated and the retained water can be utilized for maintenance and safety use such as filling pumping stations for the on-site fire fighting systems.

In addition, separate on-site storage areas have been set up for segregated waste and general waste, all of which is later recycled by local companies. Separate bins for hazardous construction material waste are also provided – local companies collect it and dispose of it at approved landfills.

All construction work at each of the common crossing point locations was implemented following internationally recognized management systems standards, meeting the highest quality, safety and environmental criteria.

**All references to Kosovo are made in the context of UNSCR 1244.*



CASE STUDY 4

Training new midwives in Ghana

1. One of the major barriers to improving child and maternal survival rates in Ghana is a lack of access to skilled health professionals. © The Maternal and Child Survival Program/ Kate Holt

2. Midwives learn life-saving skills at a midwifery training facility built by UNOPS and funded by Korea International Cooperation Agency (KOICA). © UNOPS

Around the world, persistent inequalities are putting many countries off-track to meet the SDGs. One major concern is continued high rates of maternal and child mortality. Studies have found that globally, under-five mortality has dropped by 58 per cent since 1990 while maternal mortality has fallen by 44 per cent in a similar period. Still, progress is much slower in some 50 countries.

The West African nation of Ghana is one of them, with 36 under-five deaths per 1,000 live births and a maternal mortality ratio of 319 per 100,000 live births still being reported. This puts the country behind global targets to reduce under-five mortality to a maximum of 25 per 1,000 live births and maternal mortality to less than 70 per 100,000 live births, by 2030.

In Ghana, one of the main barriers to improving

child and maternal survival rates is a lack of access to skilled health professionals, as well as well-functioning health infrastructure and medical equipment. In order to address some of these issues, a new midwifery training college in the Keta Municipality was developed. The college serves health facilities in the southern Volta region and helps improve the safety, effectiveness and efficiency of maternal and child care as well as women-centred care more generally.

The Korea International Cooperation Agency (KOICA) partnered with UNOPS to implement the construction and equipping of the college. This included an administration block, lecture halls complete with washrooms, an auditorium, two-bedroom apartments to accommodate the students, a library, and accessibility features like ramps and walkways. The college has been

fully equipped with a range of furniture, IT and medical equipment. Supporting work was completed on reclaimed land bordering one of the largest lagoons on the continent, which saw the completion of a water tower network, power facilities and landscaping.

“We are committed to seeing Ghana make progress towards achieving SDG 3 and believe in acting quickly with partners, like UNOPS, who can implement projects such as these efficiently,” said Yukyum Kim, KOICA Ghana Country Director.

“KOICA chose UNOPS as a partner to implement the construction and procurement of medical and non-medical equipment in order to ensure the quality of the project, using UNOPS expertise in project management,” he added.



3. The new training college will improve the safety, effectiveness and efficiency of maternal and child care. © The Maternal and Child Survival Program/Kate Holt

To fully meet both Ghana’s and UNOPS own quality design standards, the project took an inclusive approach, ensuring that the finished facilities met the unique needs of a wide range of people. Designs are gender sensitive, resulting in facilities that encourage access by both women and men.

The project supported livelihoods through the contracting of local workers, firms and suppliers whenever possible. Community perspectives were encouraged at every stage of the planning and implementation process to ensure a sense of national ownership.

Today, over 300 students attend the college, which is seen as a valuable addition to the health facilities in the region.

“Midwives are important healthcare providers in the country and this school will serve as a facility to train skilled and professional midwives for the country,” said Seth Yormewu, the Municipal Chief Executive for Keta.





CASE STUDY 5

Reducing the cost of Guatemalan healthcare

While the people of Guatemala have universal access to healthcare, needs are not always met. Guatemala's public healthcare system is challenged with limited resources, an increasing number of patients, high medical and treatment costs, and poor infrastructure. In addition, the country has high levels of perceived corruption in the public sector.

In 2015, it was discovered that some major cases of corruption were affecting medicine procurement in Guatemala's Social Security Institute (IGSS). Hidden structures inside

the Institute meant that certain suppliers were unfairly benefiting from government procurement while medicine supplies for millions of Guatemalans were at risk.

Since 2016 – in an effort to improve the public health system – UNOPS has been working together with IGSS to improve transparency in public procurement. UNOPS has played a fundamental role in the strengthening of institutional procurement capacities, beginning with the acquisition of medicines and medical supplies, and later supporting wide-range



- 1.** UNOPS helped stock more than 100 hospitals and healthcare centres across Guatemala with 568 vital medicines. © UNOPS
- 2.** Improved standardized procedures and monitoring tools help to ensure citizens receive the medicines and care they may desperately need. © UNOPS



institutional reform for IGSS. Through this, UNOPS designed sustainable policies on procurement, infrastructure and project management, and trained 345 staff in public procurement and supply chain management.

Crucially, the project delivered significant savings for the government of Guatemala. Through four public tenders, UNOPS helped stock 118 hospitals and health centres across the country with 568 medicines. Through the use of UNOPS transparent and efficient procurement processes, the government estimated savings of more than \$155 million, reporting an estimated 54 per cent savings on the purchase of medicines since they began working with UNOPS.

The savings are further helping the people of Guatemala – the government’s procurement of medical supplies has expanded, bringing more vital medicine to citizens who need it. The savings have also freed up funds to improve healthcare facilities and helped change the delivery of health services, including, in some areas, by bringing healthcare closer to patients through doctor visits and the delivery of medicine at home.

“With these resources, the Institute could build a new hospital, reduce the cost of medical services, extend insurance coverage and much more,” said Fabrizio Feliciani, UNOPS Regional Director for Latin America and the Caribbean.



3

Underlying institutional changes, however, was the need to introduce a system-wide culture that rejected corruption. But entrenched corruption is difficult to eradicate and UNOPS faced significant challenges from inside and outside the Institute. Long-term suppliers who had profited from poor processes inside the Institute resisted attempts to reduce costs. Legal challenges and protests were launched against the reforms, and stories attacking the project led to adverse media coverage, attacking the merits of the project. Over time, however, changes began to occur, and the benefits of a more transparent system were widely accepted.

With improved efficiency and transparency, an estimated 3.2 million Guatemalans are benefiting from improved healthcare. Importantly, the project has also left a legacy of transparency in a country with a high risk of corruption in public procurement and has helped lay the foundations for an efficient and transparent future for procurement by IGSS.

3 & 4. Savings have helped communities gain greater access to health facilities, services and supplies, improving health outcomes for millions of people.
© UNOPS

4





SECTION IV

OUR PEOPLE

We work hard to recruit and retain the best expertise.

Our partners rely on our professionalism, skills, expertise and innovative ideas to successfully complete projects in some of the most challenging locations around the world.

/ Volunteer malaria workers, like Bounyai, play an important role in Laos' fight against malaria.
© UNOPS/Elise Laker

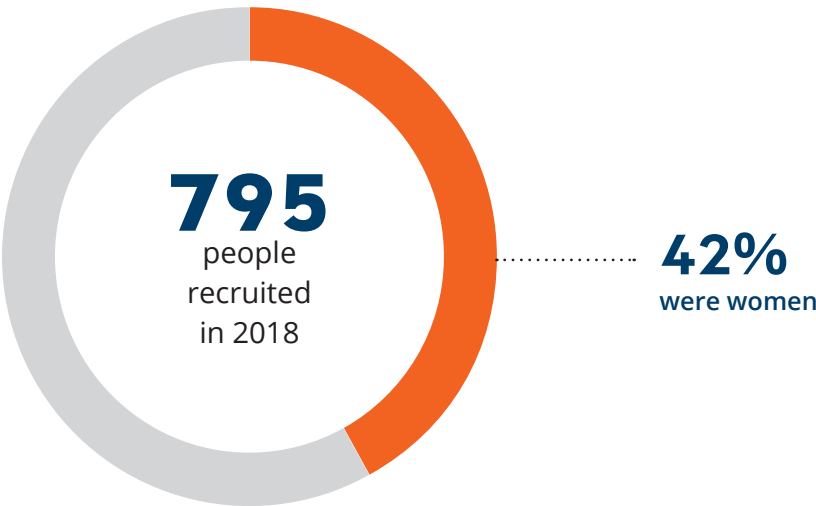
As members of the UN family strive towards gender equality, we report our personnel data and turnover rate by gender.

This helps enable us to better identify issues and take targeted steps to improve.

more than
3,800
people benefited from UNOPS learning opportunities

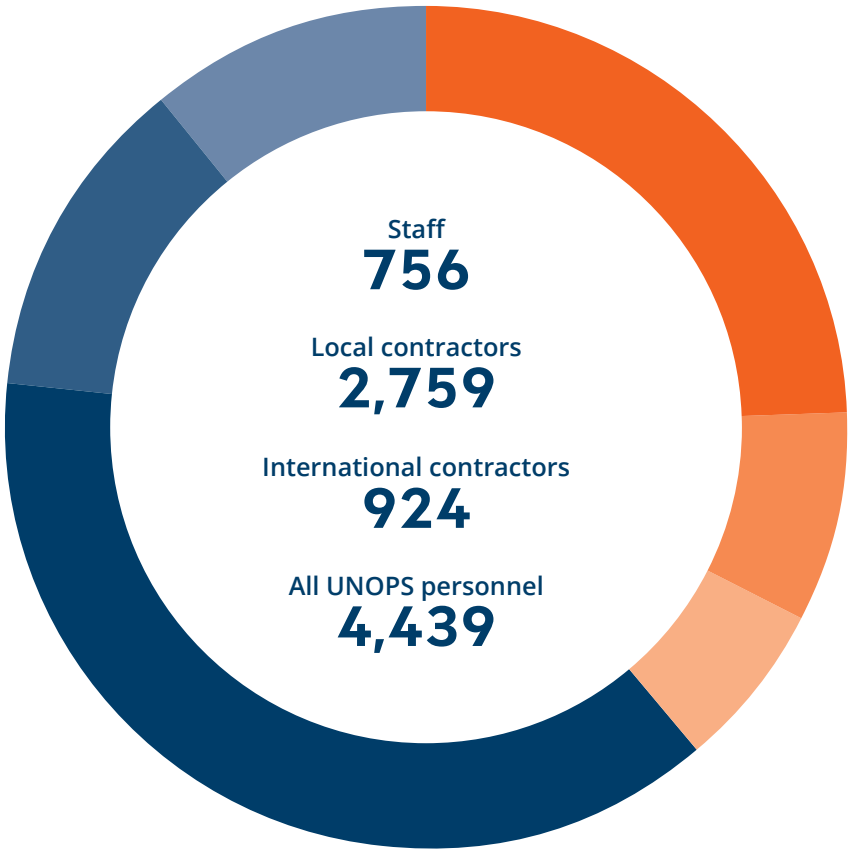


92%
of participants rated these as 'extremely relevant' or 'very relevant' to their work

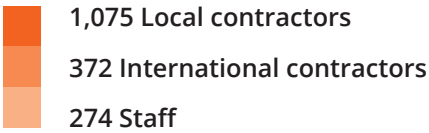


Gender breakdown

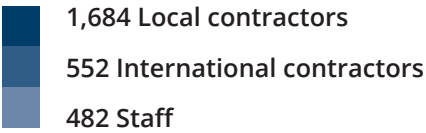
of UNOPS personnel as of 31 December 2018



1,721 WOMEN



2,718 MEN



We recognize that we have work to do to achieve gender parity at UNOPS and we are committed to addressing this situation.

Can we get more women into engineering?

Infrastructure needs around the world are great. But how can we ensure women's perspectives reach this traditionally male-dominated field?

By Shameena Jeewooth

When the word 'infrastructure' is mentioned, the picture that often comes to mind is men working on construction sites. Although the number of women graduating with engineering degrees is increasing, very few women ultimately take up civil engineering as their career.

Why? In part, because biases still exist when it comes to women working on infrastructure projects – we are still seen differently. This starts from university classrooms – and continues onto construction sites. As a female engineer, I'm aware of these challenges – I have first-hand experience.

You might encounter unsavoury comments from men working on the same construction site – comments that must be handled with professionalism for fear of being branded 'too sensitive.'

Or improper sanitary conditions that don't take into account the needs of women can also be a deterrent. Often, it's a challenge getting a



ABOUT THE AUTHOR

Shameena Jeewooth is a Civil/ Structural Engineer with several years of experience in project management, design and supervision, including as Officer in Charge/Project Manager in Burundi. She currently works as a Civil Engineer – Design Review with UNOPS Infrastructure and Project Management Group in Copenhagen.

UNOPS supports a world where women can access opportunities to overcome barriers and to strengthen their livelihoods.
© UNOPS/John Rae

separate toilet installed for women working on site – contractors ask women to use the same toilet as men because there are more men on site.

And although there are always risks associated with working in construction, women, in particular, are often portrayed as too vulnerable to be on construction sites. Employers sometimes use this stereotype to discourage women from working on these sites based on 'safety concerns' – even though both men and women face the same risks.

For female engineers who want to get into the relief and development fields, this work normally takes place in some of the most challenging locations in the world. Too often, women don't have the same opportunities as male colleagues to work in these places, due to the assumption that women either can't or don't want to work there – we're seen as too fragile to or incapable of handling the long hours in difficult locations.

FIGHT STEREOTYPES

So how can these barriers be overcome? How can we not only get more women into the civil engineering field but also ensure they stay and

help inform the infrastructure being designed and implemented?

While with UNOPS, I managed an infrastructure project in Burundi, where there was a lack of reliable access to electricity and running water, as well as restricted freedom of movement. By encouraging more qualified women engineers to apply to work in these kinds of locations, we can fight the stereotype that women are unable or unwilling to work in difficult locations.

Often on construction sites, women don't feel comfortable reporting inappropriate behaviour. That's why I try to foster an open environment on every project site I manage – to ensure that every woman working there feels comfortable coming forward with issues so that they can be addressed.

As project manager, I ensure men and women doing the same type of work receive the same type of contract and are paid the same amount of money. I also enforce hygiene regulations by making sure separate sanitation facilities are set up for men and women, as well as

make it clear to everyone that we operate based on gender equality.

Institutional support is also key. I'm fortunate to work for an organization that encourages women to apply for infrastructure jobs in all of the places they're implementing projects, which includes some of the world's most challenging environments.

We need more women in senior engineering leadership roles to inspire, mentor and reinforce the accountability measures we're all responsible for upholding. This will eventually ensure regulations designed to enable equal access aren't flouted.

Civil engineering is a rewarding profession. Contributing to the creation of all kinds of infrastructure – knowing that it will benefit an untold number of people – is an exhilarating feeling beyond words. Let's not deprive an untold number of female engineers of that same feeling due to stereotypes and assumptions keeping them from pursuing careers in civil engineering.

INNOVATION IN ACTION

Can artificial intelligence improve humanitarian responses?

Refugees and other affected populations could help guide humanitarian aid through chatbots. Here's how.

By Charlotte Lancaster

ABOUT THE AUTHOR

Charlotte Lancaster is the former UNOPS Project Manager for Awaaz Afghanistan, a country-wide inter-agency information centre based in Kabul that connects those who need assistance with those who can assist. She is also the former UNOPS Project Manager for the Iraq Internally Displaced Persons Information Centre.

Iraq is home to the fourth* largest population of internally displaced persons in the world. At the height of the Iraq conflict, more than 3.4 million people were forced to flee their homes.

In that context, the Iraq Internally Displaced Persons (IDP) Information Centre was set up to offer much-needed information, as well as to create an opportunity for affected populations to flag up issues and point out service gaps so that those of us working in the humanitarian community can ensure a more coordinated response.

The model in Iraq has been lauded as a key mechanism in improving the overall humanitarian response to people affected by protracted conflict and crises. But there's always room for increasing the efficiency and effectiveness of our work.

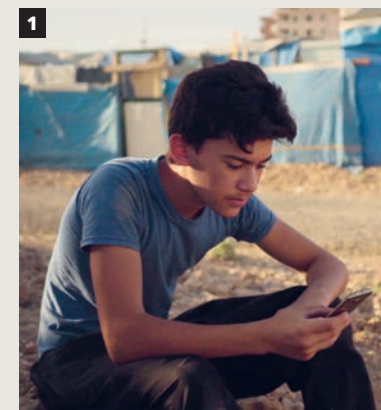
That's why we've been looking into evolving the model used in Iraq for the recently launched Awaaz Afghanistan, an information, complaints and feedback centre. We asked ourselves: How can we embrace the growing use of social media and artificial intelligence platforms to ensure even more people around the country can get in touch in times of need?

To reach different segments of affected populations, we need to utilize tools that will open up communication channels and promote the exchange of information.

In a world of advancing technologies and increasingly complex crises, combining new forms of communication with old ones offers a solution.

Tools such as WhatsApp, social media messaging, automated voice messaging and chatbots, for instance, could help us deliver services smarter, better and faster while offering alternative ways for people to contact the centre.

From providing automated interactions for people who can't read or write, to reaching tech-savvy youth, using these different tools allow more people to contact us at any given



1. People displaced by violence call the Iraq Internally Displaced Persons (IDP) Information Centre. © Newsha Tavakolian/Magnum Photos for UNOPS
2. Suha Zangana's voice means comfort to displaced Iraqis seeking help from around the country. © Newsha Tavakolian/Magnum Photos for UNOPS



time – ensuring that more people's request for assistance are received and their needs met. With their ability to handle multiple queries at once, chatbots could mean increased capacity to provide essential information, by providing automated responses to some of the most commonly reported issues. This would free up phone lines for callers who might require a more nuanced response from a person – such as callers flagging serious protection concerns – ensuring they get through to an operator during their time of need.

But using chatbots and social media messaging as part of Awaaz Afghanistan's service isn't just about quantity – increasing the number of calls we could answer. It's also about how we could help to improve the quality of the services that humanitarian organizations operating in the country can provide.

In addition to vital information, these kinds of innovative communications tools could also

allow us to process a larger amount of feedback from diverse segments of the population. This would not only help humanitarian organizations better understand the specific needs of different communities but would also help to more quickly and accurately pinpoint trends in needs as they arise, identify assistance gaps and allow for more refined and tailored responses.

Like the Iraq IDP Information Centre, Awaaz Afghanistan provides crucial, often life-saving information. By exploring new technologies that could complement and enhance traditional forms of communication, we have the potential to make an even bigger difference to the lives of people across the country. Artificial intelligence, chatbots and social media messaging tools present enormous opportunities for enhancing the impact of humanitarian work. And in the near future, these will likely become an indispensable part of it.

**Fourth largest population as of October 2018.*



SECTION V

OUR PARTNERS

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

/ In the Greater Mekong Subregion, we are working with partners to put an end to malaria for good.
© UNOPS/Elise Laker

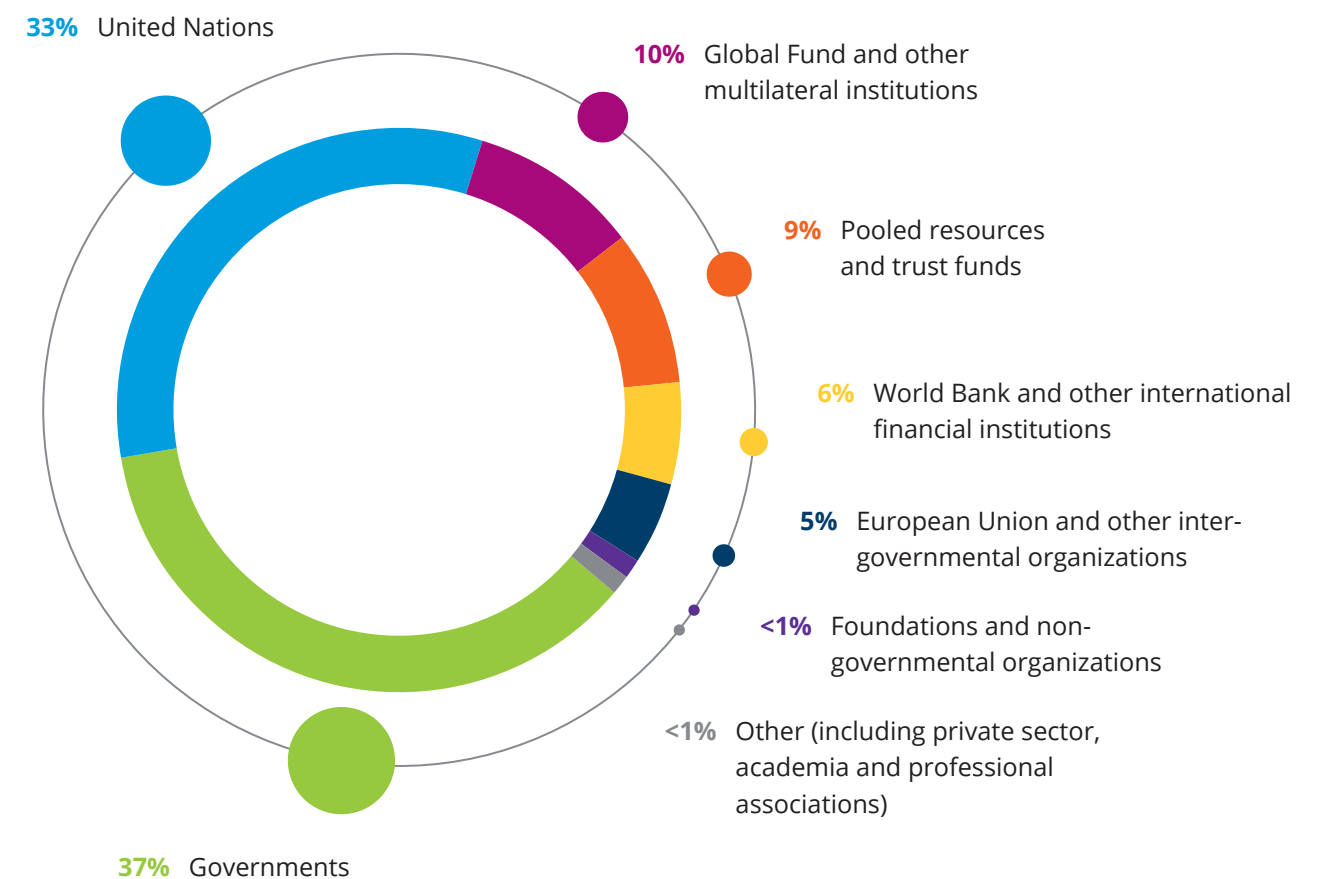
To advance the 2030 Agenda and support the achievement of the SDGs, we aim to engage in collaborative partnerships with a focus on sharing our expertise in infrastructure, project management, procurement, human resources and financial services.

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

UNOPS is highly motivated to meet the expectations of its partners, and as a service provider, our partners' priorities and needs dictate the scope, focus and location of our work. Whether building on current partnerships or creating trust in new ones, UNOPS aims to ensure that mutual understanding and the pursuit of common goals underscore all of our relationships.

For the third year in a row, UNOPS support to governments reached a record high in 2018, representing over one-third of our portfolio for the year and indicating a clear demand for our services. Government partners included Argentina, Canada, El Salvador, Ethiopia, Guatemala, Japan, Peru, Sweden, the United Kingdom and the United States of America.

Within the UN family, which represented one-third of our portfolio, our largest partner was the UN Secretariat, specifically the Department of Peace Operations, to which we provided a range of services.





Advancing the Sustainable Development Goals

Investment is a critical challenge for the achievement of the SDGs. All countries – and developing economies in particular – need large-scale investments to build resilient infrastructure, expand capacities and implement new technologies.

With an average annual shortfall in Official Development Assistance amounting to around \$2.5 trillion, traditional ways of financing development are no longer enough.

UNOPS Social Impact Investing Initiative (S3I) is working to fill the funding gap.

We're using innovative financing solutions that connect a wide range of stakeholders – from the public and private sectors to bilateral donors and governments – to form new partnerships for sustainable development.

Through S3I, the barriers that prevent private investors from funding long-term development in emerging markets are being broken down, providing opportunities for socially conscious investors to generate financial returns while also making a positive social, environmental and economic impact.

UNOPS is encouraging and facilitating private sector investment into affordable housing,

renewable energy, and water and sanitation – all subject to a rigorous and comprehensive due diligence process.

We invest our own financial resources, demonstrating our commitment to de-risk projects so that private sector funds are more likely to step in to finance national development agendas.

In Mexico, for example, a 22-megawatt wind energy farm near Monterrey needed \$31.6 million in order to continue operation. We're investing \$8.8 million of our own financial resources – with BancoMEXT refinancing more than \$22 million – to bring clean energy, at a lower cost, to 50,000 people. Not only will this promote climate-smart infrastructure, support local economic development and help Mexico



We're bringing together our decades of experience of operations – working with both public and private sectors – to accelerate the achievement of the SDGs.

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

Infrastructure is at the very heart of efforts to meet the SDGs, from improving access to health services, education, clean water and more.
© UNOPS/John Rae

deliver on its ambitious targets in energy reform and renewables – it will also save jobs for current employees.

And in Ghana and Kenya, we signed agreements to help the governments build 200,000 affordable, sustainable and resilient homes – 100,000 homes in each country. Homes that will include green technology. Homes that will require local equipment, skills and expertise to build – providing jobs and business for the local community.

Projects like these underscore our commitment to fostering innovative financing – all in support of achieving the SDGs.

READ MORE

at unops.org



1

1. Better infrastructure is crucial for development, enabling societies to function and economies to thrive.
© UNOPS/Atsushi Shibuya

2. For some communities on the island of Saint Lucia, water shortages were affecting every aspect of life until improved infrastructure changed this.
© UNOPS/Elise Laker

3. With the right approach, solar power can improve health services, education and economic activity.
© Newsha Tavakolian/Magnum Photos for UNOPS

THE ECONOMIST INTELLIGENCE UNIT

The critical role of infrastructure for the Sustainable Development Goals

The critical role of infrastructure for the Sustainable Development Goals is an essay written by The Economist Intelligence Unit and supported by UNOPS, the UN organisation with a core mandate for infrastructure. The research uses three pillars – the economy, the environment and wider society – as well as the overarching theme of resilience to assess the role of infrastructure in meeting global social and environmental goals.



2

THE UNIVERSITY OF OXFORD

Infrastructure: Underpinning Sustainable Development

In order to help governments make better-informed infrastructure investment decisions, UNOPS and the University of Oxford-led Infrastructure Transitions Research Consortium (ITRC) published this report in 2018. Focusing on real-life projects implemented by UNOPS around the world, the report finds that infrastructure projects can have multiple effects across several SDGs and their targets. It found that 92 per cent of SDG targets can only be achieved with the provision of quality infrastructure – reinforcing the pivotal role that infrastructure plays in attaining the SDGs.



3

HIDDEN CHAMPIONS

Smart solutions to impossible challenges

UNOPS has been a well-kept secret for many years. This book reveals some of the secrets of a hidden part of the United Nations. It aims to provide insights on how UN operations really happen behind the scenes. It shares details that in some cases, were previously only disclosed on a need-to-know basis. Readers may have heard of these stories, but they will probably not be aware of the role UNOPS played in them.

HOW WE CONTRIBUTE TO GLOBAL DEVELOPMENT

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

Juan Orlando Hernández,
President, Honduras

“I believe we are all well aware of the challenges Ghana and most of Africa face when it comes to the provision of decent, well-planned and organized housing for our citizens [...] I believe that with the signing of this project agreement [with UNOPS], we shall be ushering into existence new dawn for Ghana and our citizens.”

Nana Akufo-Addo,
President, Ghana

“UNOPS brings transparency and security to what we do, a requirement set forth in our legislation and our procedures.”

Óscar Samuel Ortiz Ascencio,
Vice-President, El Salvador

OUR COMMON WORLD

“When rapid responses are so critical to addressing the world’s challenges,

it has been vital to be able to call on the expertise of UNOPS, which plays a critical role in the UN system. I know this first-hand from my time at UNHCR.

Today’s world requires new approaches and partnerships that harness the potential of technological change. UNOPS, with a mandate in infrastructure, is a vital part of this future.

By demonstrating how solutions can be delivered on the ground, UNOPS makes a meaningful contribution, bringing innovation to bear as we strive to build a better future for all.”

António Guterres,
Secretary-General, UN

SOLUTIONS WE HELP PROVIDE

“I would like to thank UNOPS for all of its support in Serbia’s recovery after the floods in May 2014. With your help, efficient reconstruction and cooperation with local self-governments, we overcame these challenges.”

Ana Brnabić,
Prime Minister, Serbia

“I am well aware of the important role UNOPS plays to support the transparency, relevance and effectiveness of highly complex projects in different neighbouring countries. I am pleased that the municipality and the Ministry of Transport and Public Works are relying on UNOPS to implement the tramway project.”

Lenín Moreno,
President, Ecuador

“We are focusing on financing and investment frameworks that will unlock private sector financing. We are very excited about this project [with UNOPS] and we look forward to unlocking similar partnerships that will allow us to fulfil our duties as leaders and pave the way for adequate, decent and affordable housing for Kenyans.”

Uhuru Kenyatta,
President, Kenya

“We want UNOPS to help our government make sure that those who participate in tenders are prestigious companies with an ethical dimension.”

Andrés Manuel López Obrador,
President, Mexico

OUR COMMON WORLD

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



Your feedback is important to us!

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

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[/unops_es](https://twitter.com/unops_es)
-  [/company/unops](https://www.linkedin.com/company/unops)
-  [/unops_official](https://www.instagram.com/unops_official)

Certifications

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

ENVIRONMENT



PROJECT
MANAGEMENT



HEALTH & SAFETY



PROCUREMENT



INFRASTRUCTURE



QUALITY
MANAGEMENT



TRANSPARENCY



IMPACT SUSTAIN REPORT

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