

**Midterm review of the UNOPS strategic plan, 2014-2015
(DP/OPS/2016/5)**

Annex II – What we did

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II. What we did – value adding services

A. The UNOPS Mandate – focus, service and expertise

The legislative basis for our contributions

1. The below provides a summary of central resolutions and decision on the UNOPS mandate.
2. General Assembly resolution 65/176 reaffirmed “the role of the United Nations Office for Project Services as a central resource for the United Nations system in procurement and contracts management as well as in civil works and physical infrastructure development, including the related capacity development activities”.
3. The Assembly also recognized “the potential for value-adding contributions that the United Nations Office for Project Services can make in providing efficient, cost-effective services to partners in the areas of project management, human resources, financial management, and common/shared services.”
4. A/RES/65/176, recalls Executive Board decision 2009/25 and 2010/21, inter alia encouraging UNOPS to further enhance engagements with “various actors in the development, humanitarian and peacekeeping arena, including the United Nations, governments, intergovernmental institutions, international and regional financial institutions, foundations, private sector and non-governmental organizations.”
5. Through decision 2013/23, the Board “welcomes the enhanced focus of UNOPS services to partners in the United Nations and beyond, the emphasis on sustainability, national ownership and capacity development, recognizing that it is firmly grounded in the self-financing business model of UNOPS”.
6. In 2013, the Board also “encourages UNOPS to contribute, within its mandated areas of work, to innovation and adaptation of best-practice standards of sustainability and quality”; and “calls on the United Nations system organizations to actively seek efficiency gains through greater collaboration, taking into account the competitive advantages of UNOPS in its mandated areas of expertise: procurement, infrastructure and project management, including provision of implementation, transactional and management advisory services”.
7. Through decision 2015/12, the Board encourages UNOPS to, within its mandated areas, “further explore the potential of facilitating partnerships with like-minded actors including from the private sector, placing firm emphasis on social impact investments in the UNOPS mandated areas such as infrastructure development and project management, and with full respect for national ownership”.
8. In sum, Member States have provided UNOPS with mandate to provide (a) specialized technical expertise, including for capacity development; (b) management support services; and (c) support expansion of the resources for the 2030 Agenda.

B. Operational results in 2014-2015

The value-adding project services we delivered

9. The UNOPS strategic plan, 2014-2017 recognized that the ability of UNOPS to add value for its partners depends on consistency in delivering quality services on a global scale (DP/OPS/2013/3, para. 65). In-depth analysis of UNOPS global portfolio for 2014-2015 was conducted to further define and differentiate the organisation’s service offering and the associated efficiency and effectiveness, which is UNOPS value-add.

10. The analysis confirms that the foundation for UNOPS work is efficient management support services. The analysis further illustrates the effectiveness of technical expertise and sector specific knowledge and experience that UNOPS has to offer.

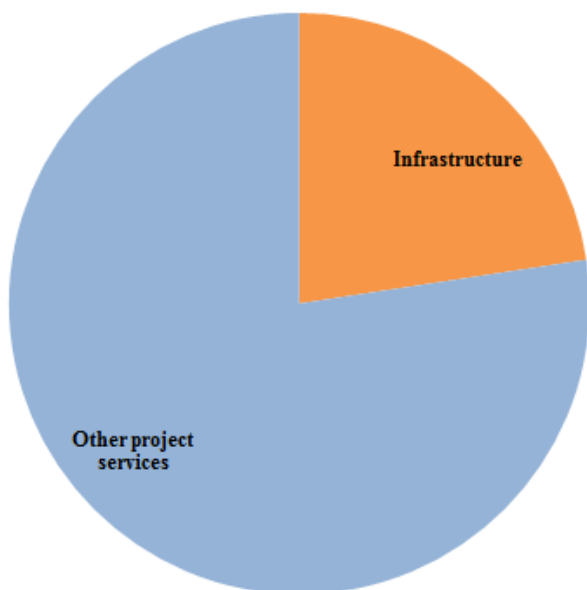
11. In 2015, *infrastructure services* comprised almost a quarter of UNOPS delivery, with close to half in buildings and approximately a fifth in transport. *Stand-alone procurement* accounted for 30 per cent of delivery. The services delivered comprised end-to-end procurement, including warehousing and distribution, training and technical assistance for distinct parts of the supply-chain such as planning, sourcing, solicitation and contract management

12. In 2015, approximately 13 per cent of the other project services were *project management services*. They included the establishment and operation of project management offices and teams, technical assistance and training. *Financial management* accounted for approximately 55 per cent of services, primarily support for grants management and grantee selection. Another 26 per cent were *human resources services*. Here UNOPS supported the management of personnel contracts and recruitment. An additional 6 per cent was *shared services*, primarily in the areas of travel management, communication and outreach, and operations of information and communications technology systems. Finally, UNOPS provided an operational secretariat for hosting global strategic initiatives. Through this delivery modality, UNOPS provided financial management and procurement services accounting for roughly 7 per cent of 2015 activity.

II.B.01.a – The UNOPS outputs and services

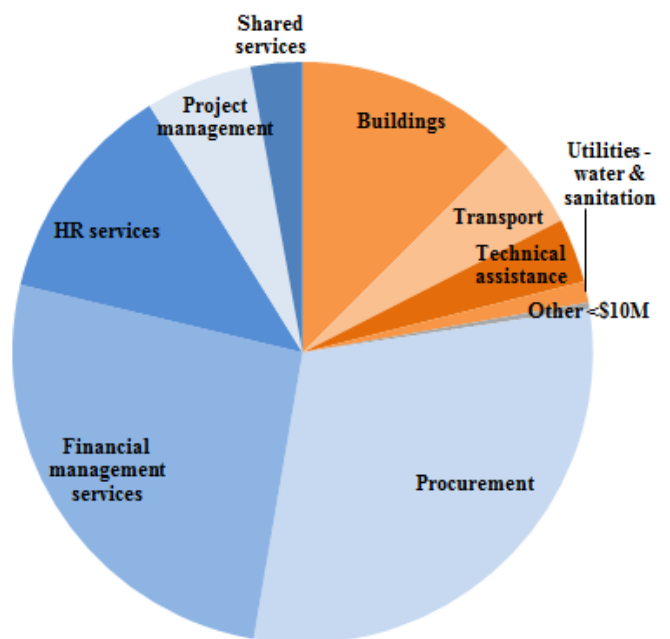
Top level grouping of outputs and services

USD 1.4 Bn*



Sub-categories of outputs and services

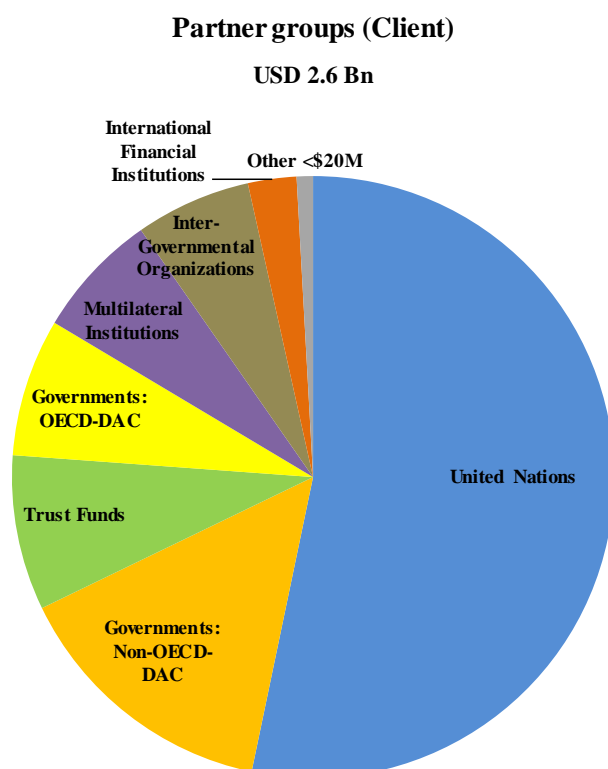
USD 1.4 Bn*



*Service break down exemplified by 2015 data

The partners we worked with

13. The United Nations system remains the largest group of UNOPS partners, accounting for 54 per cent of delivery over the biennium. Governments accounted for 22 per cent of delivery; two thirds of this demand was from non-OECD/DAC governments. Trust funds accounted for 8 per cent of delivery. The remaining 16 per cent was mainly for multilateral institutions, intergovernmental organizations, non-governmental institutions, and foundations.

II.B.01.b – The UNOPS partners*The services in demand by partners*

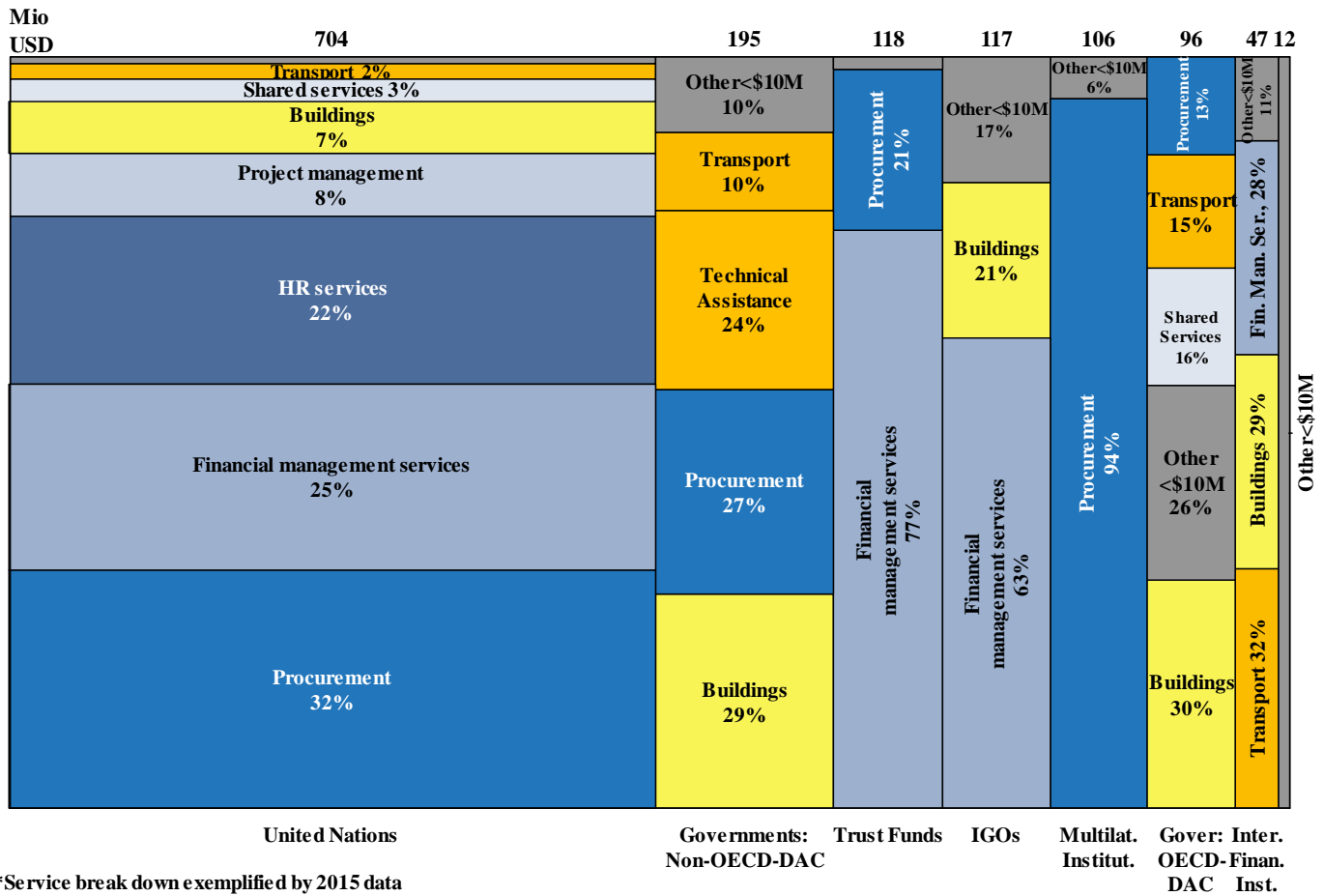
14. The graph on the following page illustrates the different service lines in demand by UNOPS partners.

15. Demand from the United Nations system was primarily for stand-alone procurement and other project services. Over the biennium, such management support services comprised close to 90 per cent. In 2015, stand-alone procurement accounted for 32 per cent, financial management services 25 per cent, human resources services 22 per cent, and project management services 8 per cent.

16. The UNOPS service mix for trust funds includes stand-alone procurement and other project services. In 2015, financial management services accounted for 77 per cent and stand-alone procurement for 21 per cent.

17. The majority of demand from governments is for infrastructure services. In 2015, nearly 70 per cent of government demand was for infrastructure, with another 20 per cent for stand-alone procurement.

II.B.01.c – The services in demand by UNOPS partners



The sectors we worked in

Ex-post assessment of contributions across OECD/DAC sectors

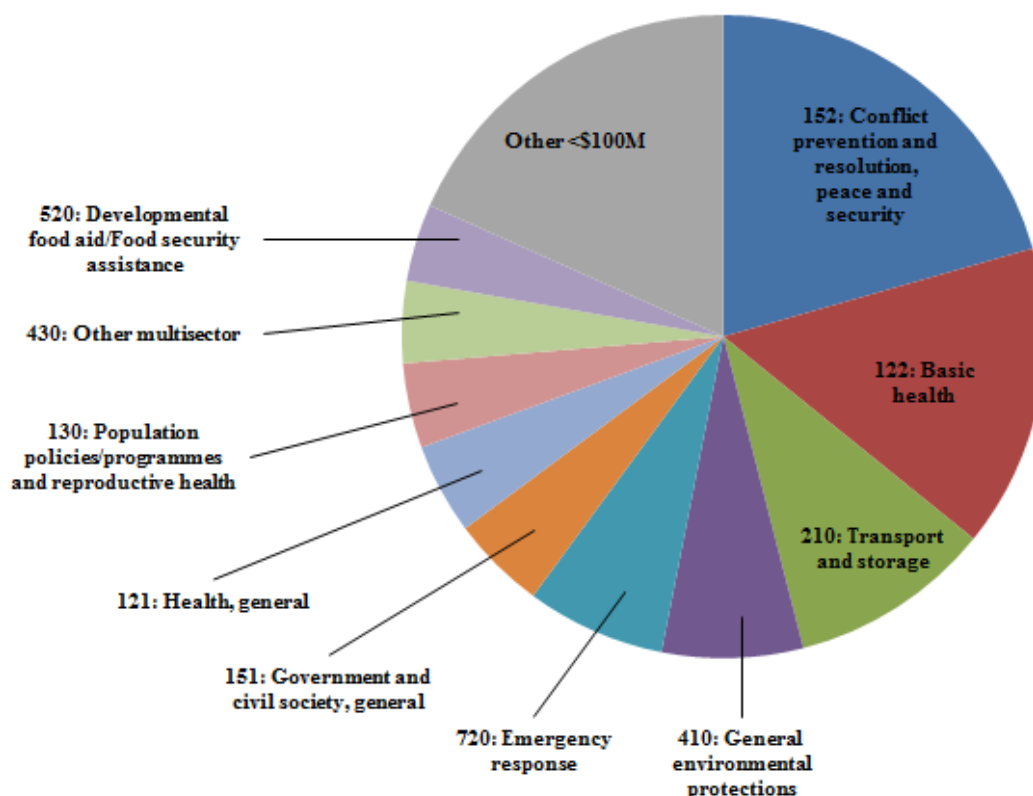
18. The ex-post assessment mapped the UNOPS project to 24 of 38 OECD/DAC sectors. In other words, the UNOPS project services contributed to the expansion of implementation capacity in a wide variety of sectors. Three sectors account for almost half of UNOPS delivery; ‘152: Conflict prevention and resolution, peace and security’, ‘122: Basic health,’ and ‘210: Transport and storage.’

19. More than half a billion dollars’ worth of UNOPS delivery was in the ‘152: conflict prevention and resolution, peace and security’ sector. Approximately 30 per cent of that delivery represented stand-alone procurement; the other 65 per cent represented other project services such as project management, financial management and human resources services.

20. The ‘122: basic health’ sector accounted for \$395 million of UNOPS delivery. Approximately 12 per cent in this sector represented infrastructure services, 27 per cent stand-alone procurement, and 61 per cent other project services, mainly financial management and human resources services.

21. The ‘210: transport and storage’ sector accounted for \$264 million of UNOPS delivery for the biennium, with close to 84 per cent related to infrastructure.

II.B.02.a – The UNOPS portfolio across OECD/DAC sectors



II.B.02.b – The 38 OECD/DAC sector codes

The 38 OECD/DAC sector codes (DAC5 codes):	
111: Education, level unspecified	240: Banking and financial services
112: Basic education	250: Business and other services
113: Secondary education	311: Agriculture
114: Post-secondary education	312: Forestry
121: Health, general	313: Fishing
122: Basic health	321: Industry
130: Population policies/programmes and reproductive health	322: Mineral resources and mining
140: Water and sanitation	323: Construction
151: Government and civil society, general	331: Trade policy and regulations and trade-related adjustment
152: Conflict prevention and resolution, peace and security	332: Tourism
160: Other social infrastructure and services	410: General environmental protections
210: Transport and storage	430: Other multisector
220: Communications	510: General budget support
231: Energy generation, distribution and efficiency – general	520: Developmental food aid/Food security assistance
232: Energy generation, renewable sources	530: Other commodity assistance
233: Energy generation, non-renewable	600: Debt relief
234: Hybrid energy electric power plants	720: Emergency response
235: Nuclear energy electric power plants	730: Reconstruction relief and rehabilitation
236: Heating, cooling and energy distribution	740: Disaster prevention and preparedness

Ex-ante assessment of contributions to sustainable development goals

22. To assess readiness to support countries in achieving the sustainable development goals, UNOPS conducted an ex-ante assessment of its biennial portfolio using the lens of the 17 goals. The ex-ante assessment illustrates that UNOPS through its management support services UNOPS can contribute to countries’ objectives and expand their implementation capacity across all 17 goals; and pinpoints a number of sector-specific areas where UNOPS already has significant experience and technical expertise

Methodological note on the ex-ante assessment

23. UNOPS acknowledges that the 17 goals and 169 targets are mutually reinforcing and interdependent. UNOPS also acknowledges that one project at the same time can contribute to multiple goals and targets.

24. Notwithstanding, to minimize the complexity of the ex-ante assessment, each project in the 2014-2015 portfolio was associated to a “primary goal”. The primary goal was determined based on the nature of the primary project output. For each project the primary output was established based on annual delivery amounts against the specific output.

25. In most cases the primary project output clearly indicates its intended purpose, e.g. if the primary output was a school, the project was mapped to goal 4, quality education. In other cases the primary output was of a more general nature, e.g. management of human resources contracts. In such cases the appropriate mapping of the project was determined based on the OECD/DAC sector code to which it was mapped, e.g. “122: basic health”, was mapped to goal 3, good health and well-being.

The UNOPS portfolio contributing to sustainable development

26. The assessment suggests that four goals accounted for approximately three quarters of total delivery. UNOPS has also supported objectives linked to a number of other goals.

27. **Goal 3, good health and well-being**, accounted for 24 per cent of delivery. Eighty-five per cent represented stand-alone procurement and financial management services; the other 15 per cent represented infrastructure.

28. **Goal 9, industry, innovation and infrastructure**, accounted for 14 per cent of delivery. More than 90 per cent represented infrastructure, mainly in the area of transport.

29. **Goal 11, sustainable cities and communities**, accounted for 14 per cent of delivery. Twenty-seven per cent represented infrastructure, mainly buildings; 65 per cent represented other project services, mainly human resources.

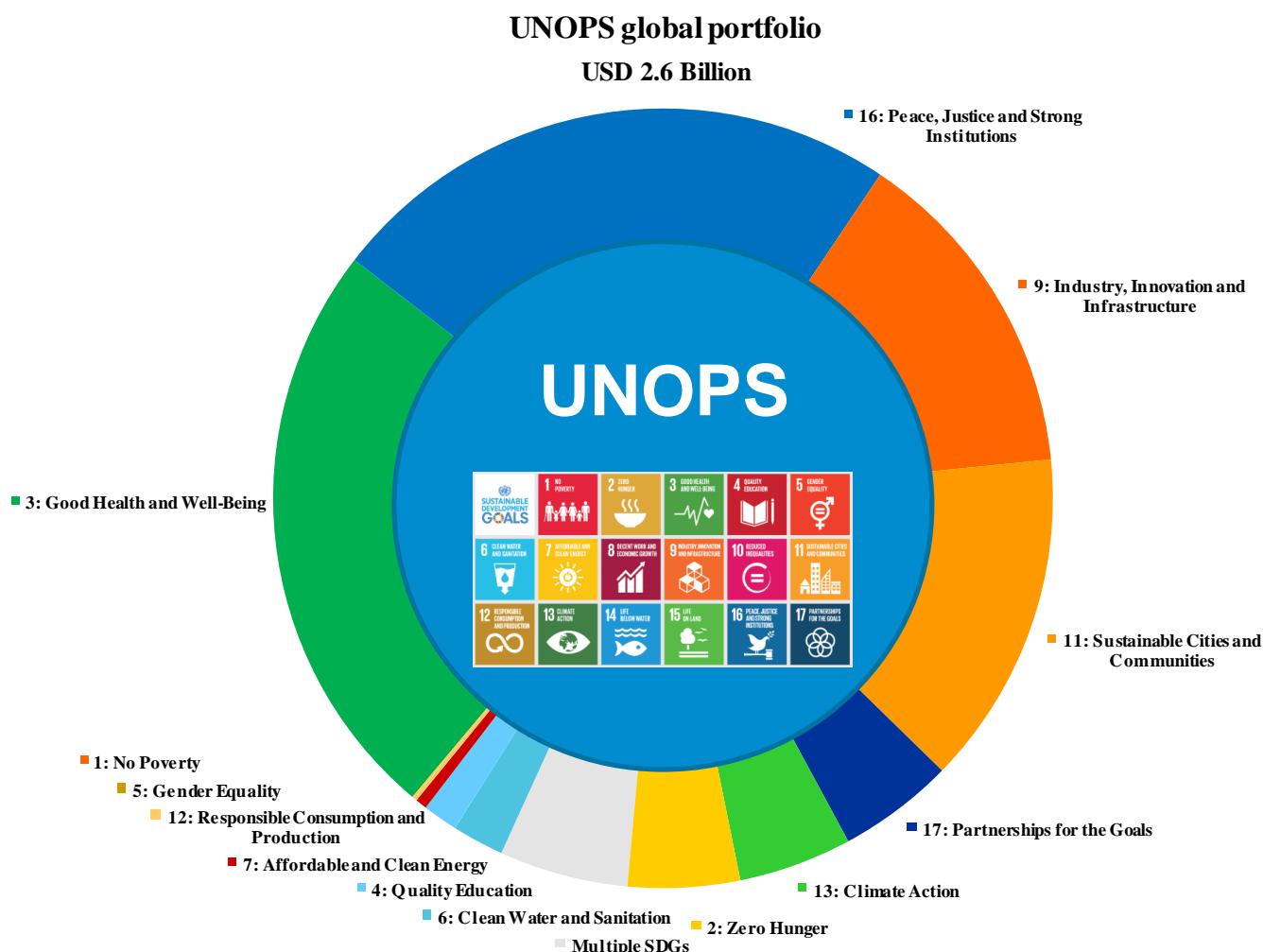
30. **Goal 16, peace, justice and strong institutions**, accounted for 24 per cent of delivery. Ninety per cent of that delivery represented stand-alone procurement and other project services such as project management, financial management and human resources services; the other 10 per cent represented infrastructure.

31. Furthermore, the assessment illustrates that UNOPS supported partners in achieving objectives related to a number of other sustainable development goals. These included:

- a. goal 1, no poverty;
- b. goal 2, no hunger;
- c. goal 4, quality education;
- d. goal 5, gender equality;
- e. goal 6, clean water and sanitation;
- f. goal 7, affordable and clean energy;
- g. goal 12, responsible consumption and production;
- h. goal 13, climate action; and
- i. goal 17, partnerships for the goals.

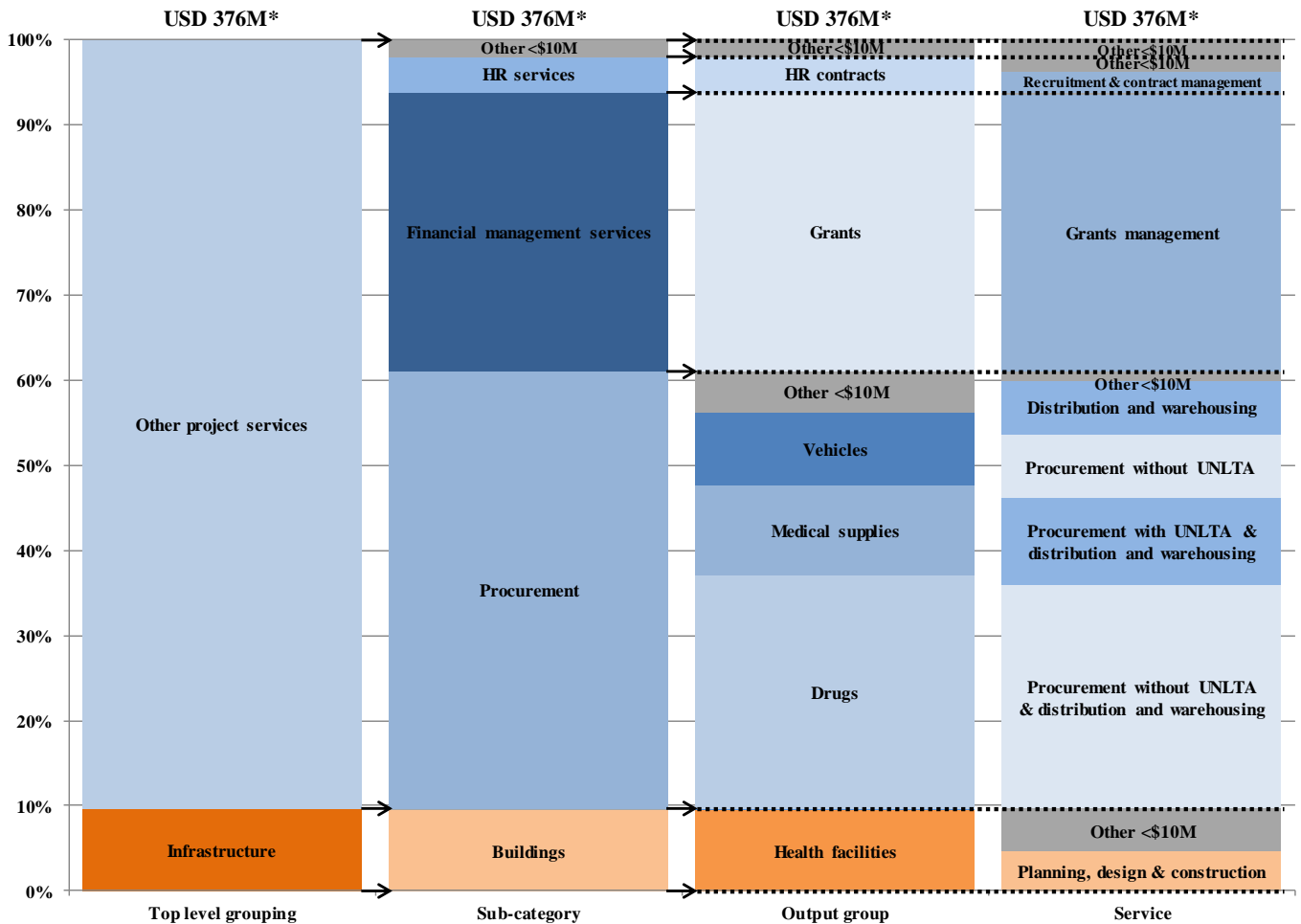
32. At the same time it should be noted that other goals, such as goal 8, good jobs and economic growth, also were supported through projects recorded against one or more of the above goals.

II.B.03.a – The UNOPS portfolio contributing to sustainable development



33. The graph on the following page illustrates the detailed portfolio of UNOPS delivery under goal 3, good health and well-being. The graph depicts four 100 per cent bars which, from left to right, break down into further levels of granularity. As an example, approximately 10 per cent of delivery under goal 3 pertained to infrastructure, in the sub-category of buildings, which in turn consisted of health facilities, i.e. hospitals and clinics. The main infrastructure services UNOPS provided were planning, design and construction. The detailed analysis of delivery by the goals is enabled by UNOPS refined systems for reporting on operational results, as detailed at the end of this annex.

II.B.03.b – Services contributing to goal 3 – good health and well being



*Service break down exemplified by 2015 data


Project examples from 2014-2015


34. As part of the mid-term review process, all of UNOPS regions were briefed on the 2014-2015 portfolio analysis in order to provide feedback and validation. In conjunction with these briefings, each region provided project examples illustrating areas of technical expertise and sector specific experience.


35. Select examples were documented using information from corporate systems and narratives describing the project. At the UNOPS global management meeting, the project examples were presented at a project share fair. The following pages contain the 25 project examples which illustrate the variety in how the UNOPS expertise has contributed to partner results over the biennium.

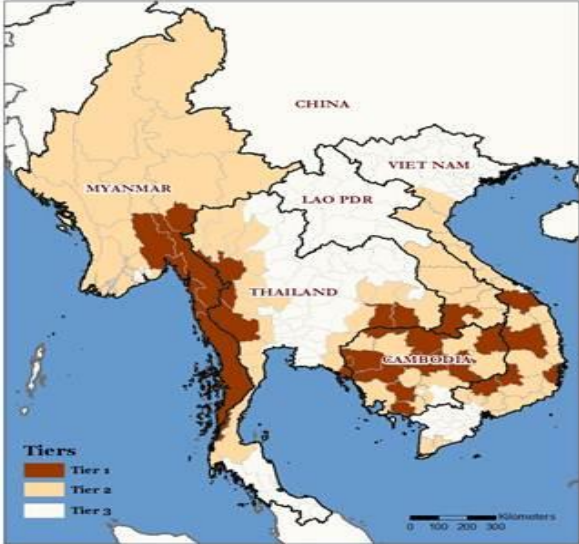
Asia



II.B.04.a – Project examples from the Asia region

Project ID: 00096792	UNOPS Business Unit: AR, BKK, Nepal	Project title: <i>i. Household Registration for the Nepal Housing Reconstruction</i>
Partners: Client and donor : International Bank of Reconstruction and Development (IBRD)		
Country of delivery: Nepal		
Country classification 2015 (World bank, OECD): Low income, Fragile		
Sector of project: 730- Reconstruction relief and rehabilitation		
Duration of project: October 2015 to December 2016		
Funded amount: USD 10.2 million		
Delivery 2015: USD 1.0 million		
Main service area 2015: Project management		
Main service and output 2015: Technical assistance; Assessments/Surveys		
<p>Project description:</p> <p>In the aftermath of the earthquakes that shook Nepal on April 25 and May 12, 2015, the Government of Nepal (GON) announced that housing reconstruction would be addressed as a priority in the reconstruction agenda. Housing re-building needs are currently estimated at about 50% of the total Post Disaster Needs Assessment budget estimates. The programme is currently developed by the GON with the support from the World Bank and other donors. To support the reconstruction programme, and to further inform funding requirements, the GON and the World Bank have agreed to run a comprehensive survey of all 900,000++ households in rural areas. The survey will ascertain the damage to the housing stock against uniformly applied engineering criteria and identify households eligible for grant assistance in a comprehensive household database. The survey will be implemented by the Central Bureau of Statistics (CBS) under the authority of the National Planning Commission (NPC), in partnership with the Ministry of Federal Affairs and Local Development (MOF ALD), and the Ministry of Urban Development (MOUD). Each of these institutions has specific technical capacities required for the survey and for relevant follow up programme activities. The overall exercise will need extensive operational support for each of the 2 main components (i) CBS led survey and (ii) MOF ALD MIS platform and capacity enhancement. The World Bank will direct contract the United Nations Office for Project Services (UNOPS) as the fiduciary and logistical agent. With funding provided by the World Bank's International Bank of Reconstruction and Development (IBRD), UNOPS will assist the Government of Nepal in their post-earthquake recovery and reconstruction efforts by (i) supporting the implementation of a household registration process led by the CBS to identify affected households, and (ii) supporting the expansion and extension of a MIS led by the MOF ALD to monitor the implementation of the housing reconstruction program. Specific objectives for UNOPS are to (i) Support the coordination and communication of the Programme; (ii) Support the assessment of the complete scope of damages to the housing stock in accordance with the approved survey form and methodology; (iii) Support the establishment of the list of beneficiaries to receive housing recovery assistance, in a manner that is uniform, equitable and inclusive; (iv) Support the set up and/or expansion of a database for government and other stakeholders to use for response, recovery, reconstruction and beyond; (v) Support the promotion and integration of short-term and long-term risk reduction strategies in housing planning and construction. The household database produced will serve as the basis of the Government's housing reconstruction program and will allow effective monitoring of the recovery process. The household database established from this exercise will also enhance the capacity of the government to quickly respond to future disasters and support long-term social protection efforts.</p>		
<p>Further information:</p> <p>The World Bank funded UNOPS to provide full operational support to The Central Bureau of Statistics (CBS). Despite a blockade of 135 days, and in a short period of time, UNOPS successfully delivered the following: Recruited 1636 engineers, 1636 social mobilizers, 20 additional key staff, contracted for the companies to design the software application for the tablet used to collect data and develop the required MIS systems, and procured 2,000 survey kits and other equipment. From January to May 2016, UNOPS operational assistance contributed to the successful implementation of the CBS household survey in 11 earthquake affected districts. Engineers surveyed 750,015 households, uploaded 717, 786 records with a total of 6,672,930 pictures recorded. The result of the survey has been to create a database of over 500,000 households eligible for government grants which will enable reconstruction to begin. The success of the project has also led to the UNOPS project team being specifically requested to provide further support to the Government of Nepal through another project to assist in providing support in the enrolment programme to enable disbursement of grants.</p>		


Project ID: 00092157	UNOPS Business Unit: AR, Office of the RD	Project title: <i>ii. Asia-Pacific Smart Agriculture and Food Safety Demonstration Zone</i>
Partners: Client and donor: Government of China		
Country of delivery: China		
Country classification 2015 (World bank, OECD): Upper middle income, Not fragile		
Sector of project: 311- Agriculture		
Duration of project: November 2014 to November 2019		
Funded amount: USD 9.9 million		
Delivery 2015: USD 1.7 million		
Main service area 2015: Project management		
Main service and output 2015: Technical assistance; Work days of technical assistance		
Project description:		
<p>The overall project objective is to successfully develop an Asia-Pacific Agricultural & Food Safety Industrial Demonstration Zone, which will directly improve the livelihood of thousands of low-income families around Changchun area, yield positive impacts to local crops growing and human settlement environment, and bolster a more diversified, sustainable and balanced local economy. The project will also result in more job opportunities so as to accelerate local urbanization process.</p>		
<p>Immediate objectives will include 1) a sound Master Development Plan associated with the Conceptual Industry Positioning Plan, Marketing and Investment Promotion plans, and the Business Networking Plan; 2) enhanced knowledge about international best practices and well-established international cooperation network & linkage with global strategic partners; and 3) enhanced capacity of concerned government institutions & Zone managers in project planning, budgeting, implementation management, public procurement and international cooperation.</p>		
<p>The Demonstration Zone will be developed on the Northeast site of the Changchun National Hi-Tech Industrial Development Zone as its core areas. The first-phase development plan covers 10 square kilometers, which includes 9 sub-parks with specific focuses including Organic Agriculture cluster, Agricultural and Food Machinery & Equipment cluster, Food-related Industry Corporation Headquarters, R&D and Incubators, E-commerce and Logistics cluster, International Exhibition/Conference Center, and Smart Business Area and Multi-functional Area, plus 4 public supportive platforms including financing, talent training, servicing, and innovation incubation. The long term perspective of the Demonstration Zone is to, through integrating professional expertise, wide networks and abundant resources of all stakeholders / partners, hopefully accomplish the master development plan within 10 years. Predictably, with a total future market-based investment of RMB 30 billion plus hundreds of leading enterprises' clustered and continuous investment flowed in, the project is estimated to create more than 10,000 job opportunities directly for the local economy, which would further create more than 50,000 derivative jobs. The Zone is expected to become a smart multi-functional integration of sustainable development and efficient demonstration complex with an expected return of around hundred billion RMB at least. This project results will support and make contribution to the Government's massive and ambitious development plan.</p>		
Main project activities:		
<p>To achieve above project objectives, three categories of activities will be carried out, namely planning, international promotion & business linkage and capacity building, as follows:</p>		
<ul style="list-style-type: none"> - Develop and implement a Project Management, Monitoring & Evaluation, and Performance Improvement Plan - Review and improve the existing Master Plan, taking social, environmental and economic benefits into account - Procurement of advisory services for the Conceptual Plans on Industry Positioning and Strategic Development, in line with international norms / standards and industry-leading vision - Procurement of services for developing a comprehensive Global Project Promotion and Business Linkage Plan, based on in-depth review and industry analysis - Implementing above plans through conducting research & reviews and organizing workshops / seminars / visits / events, etc. - Institutional capability building for senior officials of the local government and the Zone managers / developers, based on needs assessment and analysis 		
Further information:		
<p>This is a PPP model project involving the private sector participation. In principle, UNOPS will implement the project in accordance with the PRINCE 2 methodology. The project will be governed by a Project Board which will be established to provide overall leadership and guidance as well as to serve as the decision making body on all important project issues. The Project Board will include senior representatives from the Changchun Government, UNOPS and the developer, and to be chaired by the Mayor of the Changchun City. A dedicated Project Management Team (based in both Beijing and the Changchun) headed by a Project Director will be responsible for the overall project implementation & delivery. The team will include a number of international and national specialists with relevant background and experience in the area. In addition, a Senior Advisor Committee will be established including eminent and well-known leaders, academics and CEOs in the sector providing general policy guidance for the project.</p>		


Project ID: 00089690	UNOPS Business Unit: AR, AFOH, Afghanistan	Project title: <i>iii. Technical Assistance and Capacity Building Services to Afghanistan</i> [Civil Aviation Authority (ACAA)]
Partners: Client: Government of Afghanistan; Donor: Government of Italy		
Country of delivery: Afghanistan		
Country classification 2015 (World bank, OECD): Low income, Fragile		
Sector of project: 151- Government and civil society, general		
Duration of project: April 2015 to June 2016		
Funded amount: USD 1.8 million		
Delivery 2015: USD 0.7 million		
Main service area 2015: Project management		
Main service and output 2015: Technical Assistance; Work days of technical assistance		
<p>Project description: The implementation strategy for the projects forming the UNOPS "Transport Sector Portfolio" (TSP) aims to embed UNOPS national and international technical consultants alongside ministry counterparts in the implementation of projects to optimise the on-the-job training opportunities in all aspects of project implementation. "Providing Technical Assistance and Capacity Building to the ACAA" is one of the key TSP projects funded by the Government of Italy (GoI). The Italian contribution aims at supporting the Afghanistan Civil Aviation Authority (ACAA) in the development and implementation of the Herat Airport Upgrade" project, funded through a soft loan provided by the Government of Italy (GoI) to the Government of Islamic Republic of Afghanistan (GIROA). Supporting the Afghan Authorities within the overall programme of Civil Aviation Reform and specifically in the management and implementation of activities included in the Italian soft loan for the "Upgrade of the Herat Airport to International Civil Aviation Organisation (ICAO) standards". The objective of the project is thus to build the national capacity in design and management of airport development projects and to provide duly qualified and trained personnel to safely operate the airport.</p>		
<p>Further information: As a result of the transition of control of airports from NATO to ACAA responsibility, fully trained and certified ACAA personnel are required to take up posts in the five ICAO essential elements, (1) Air Traffic Controllers (ATC), (2) Airport Rescue & Fire Fighters (ARFF), (3) Communication, Navigation & Surveillance Technicians (CNS), (4) Safety Management Services (SMS) and (5) Aviation Meteorology (MET). In order to assist the ACAA to achieve this, six (6) air traffic controllers have completed their initial courses, ICAO 051 and 052 and are in post in Herat. UNOPS to provide On the Job Training (OJT) for the Herat Airport controllers to enable them to take over the control of the local airspace on withdrawal of NATO forces in 2016.</p> <p>This project, contributes to the achievement of the 5th SDG promoting gender equality and women empowerment. UNOPS, under the capacity building role, have trained 61 ACAA staff in 18 months, of which 11.5 % have been females. In 2015, UNOPS successfully dispatched seventeen personnel to CATC to commence training on 23 November 2015. Ten of them, including three females, underwent training as Aviation Meteorologists for six weeks theory training followed by two weeks on-the-job training (OJT) at Lucknow International Airport. The remaining seven, including one female, as underwent training as Safety Management Officers for four weeks theory and two weeks OJT at Varanasi International Airport. The trainees arrived back in Afghanistan in the second week of January 2016 fully trained in ICAO standards and took up their appointment as planned. This same project produced female fire fighters in Afghanistan. In a country context such as Afghanistan, having provided equal opportunities for women to be productively involve in these employment areas is a significant achievement regardless of the small number of the concerned individual.</p> <p>In Q4 of 2015, an Air Traffic Control Instructor was employed at Herat Airport and completed the 'in-house on-the-job-training' for 5 ACAA personnel. Four out of five ATC personnel have achieved their certification to operate at Herat Airport. The 5th member of the ATC personnel will complete the final examination through the NSPA contractor.</p> <p>The technical assistance provided to the ACAA secured the release of the first tranche of the soft loan from GOI to the GIROA allowing commencement of the upgrade project. The upgrade will allow the airport to become a referral for national airports in Qala-i-Now (the capital of Bagdhis province), Chagcharan (the capital of Ghor province) and Farah (the capital of Farah province) as well as become a civil aviation hub for western Afghanistan with flights connecting to other countries in the region such as Iran, the UAE, India and Saudi Arabia. Thus, support GIROA in the achievement of SDG #9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), particularly SDG target 9.1 – Develop quality, reliable, sustainable and resilient infrastructure including regional and trans border infrastructure to support economic development and human well-being with focus on affordable and equitable access for all.</p>		

<p>Project ID: 00089550</p>	<p>UNOPS Business Unit: AR, MMOH, Myanmar</p>	<p>Project title: <i>iv. Principal Recipient for Global Fund to Fight AIDS, Tuberculosis and Malaria</i></p>														
<p>Partners: Client and donor: Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)</p> <p>Country of delivery: Myanmar</p> <p>Country classification 2015 (World bank, OECD): Lower middle income, Fragile</p> <p>Sector of project: 122- Basic health</p> <p>Duration of project: January 2014 to December 2016</p> <p>Funded amount: USD 100.0 million</p> <p>Delivery2015: USD 1.3 million</p> <p>Main service area 2015: Procurement</p> <p>Main service and output 2015: Procurement without UNLTA & distribution and warehousing; Antibacterial drugs</p>		<p>Map showing the GMS Countries and the AR tiers. Updated data on artemisinin resistance can be found on the WHO website. Information on RAI Grant can be found on www.raifund.org</p> 														
<p>Project description: The Global Fund’s Regional Artemisinin Initiative is a grant in the total amount of US\$100 million which aims to support various Program activities in the Greater Mekong Sub-region in five countries: Kingdom of Cambodia, Lao People’s Democratic Republic, Republic of the Union of Myanmar, Kingdom of Thailand and Socialist Republic of Vietnam. The overall goal of The Regional Artemisinin Initiative is to maximize the contribution to the elimination of falciparum malaria from the GMS, and to prevent the emergence or spread of Artemisinin resistance to new areas. Areas with established Artemisinin resistance (tier 1) and areas with significant inflows from tier 1 areas, including those immediately bordering tier 1 (tier 2) will thus be prioritized. Although elimination is the overall goal, targets for reduction in <i>P. falciparum</i> transmission in this 3-year plan will vary by region, dependent on local epidemiology and current levels of malaria control. UNOPS has been selected to act as a ‘Principal Recipient’ of The Global Fund’s Regional Artemisinin Initiative and will manage \$100 million with the mandate to coordinate and oversee the implementation of the grant. UNOPS and the Global Fund have already developed and signed grant agreement which determines how the funds will be disbursed and implemented. UNOPS will now manage the grants and use a number of sub-recipients to implement Program activities under The Regional Artemisinin Initiative. UNOPS responsibility as Principal Recipient includes the delivery of targets set in the grant agreement, in collaboration with selected sub-recipients under the oversight of the Country Coordinating Mechanism.</p> <p>Component</p> <table border="0"> <tr> <td>Cambodia</td> <td>USD 15 million</td> </tr> <tr> <td>Lao</td> <td>USD 5 million</td> </tr> <tr> <td>Myanmar</td> <td>USD 40 million</td> </tr> <tr> <td>Thailand</td> <td>USD 10 million</td> </tr> <tr> <td>Vietnam</td> <td>USD 15 million</td> </tr> <tr> <td>Inter-country</td> <td>USD 15 million</td> </tr> <tr> <td>Total</td> <td>USD 100 million</td> </tr> </table>			Cambodia	USD 15 million	Lao	USD 5 million	Myanmar	USD 40 million	Thailand	USD 10 million	Vietnam	USD 15 million	Inter-country	USD 15 million	Total	USD 100 million
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Lao	USD 5 million															
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Thailand	USD 10 million															
Vietnam	USD 15 million															
Inter-country	USD 15 million															
Total	USD 100 million															
<p>Further information:</p> <ul style="list-style-type: none"> - UNOPS is contracted by the Global Fund (GF) to manage and implement GF grants. GF grants are owned by the country as represented by the M-HSCC. - UNOPS portfolio represents the sustainable part of the grants as UNOPS implements through and strengthens capacities in the Ministry of Health, National NGOs and those INGOs that work with National Programmes. As recipient of the GF funds, UNOPS’ way of executing the PR role is to be of management service to the National Programmes only, and make decisions based collectively and based on consensus/guidance of NPs, thus recognizing the central role of NPs in fighting the epidemics – respecting national ownership as NPs are in the “driving seat”. <p>Key results included</p> <ul style="list-style-type: none"> - 2.92 Net distributed to risk population - 3.7 million suspected malaria cases received tests of which 120,000 were confirmed cases and received prompt treatment - Nearly 95% of the health facilities reported not stock out of medicine and health commodities - 25% of malaria cases investigated which indicates improved national capacities in disease surveillance and case investigation 																

Project ID: 00084840	UNOPS Business Unit: AR, AFOH, Afghanistan	Project title: <i>v. Rural Access Improvement Project</i> [phase III]
Partners: Client and donort: Swedish International Development Cooperation Agency (Sida)		
Country of delivery: Afghanistan		
Country classification 2015 (World bank, OECD): Low income, Fragile		
Sector of project: 210- Transport and storage		
Duration of project: April 2013 to June 2018		
Funded amount: USD 30.0 million		
Delivery 2015: USD 8.2 million		
Main service area 2015: Transport	Community carrying out routine maintenance of a rural road in northern Afghanistan	
Main service and output 2015: Planning, design & rehabilitation; Unpaved rural road		
	Women trained in sewing and embroidering clothes, handkerchiefs, pillows, quilts and bed sheets	
<p>Project description: Years of armed conflict has caused deterioration in the access to hospitals, schools and markets in Afghanistan, which has perpetuated rural-urban economic disparities and stunted economic growth. To address this, UNOPS has implemented the Rural Access Improvement Project since late 2007, in partnership with the Government of Afghanistan and the Swedish International Development Cooperation Agency (Sida) who funds the initiative.</p> <p>UNOPS is constructing and rehabilitating secondary and tertiary roads to create better access to essential services and markets, while incorporating a labour-based approach, strong community engagement, community-led small-scale construction projects and job opportunities and training for women. Capacity building of government and private institutions at the provincial level is a prominent feature, with UNOPS engineers providing training and advice on road maintenance management to ensure sustainability. Implemented in three phases, the \$30 million third phase (RAIP III) began in 2013 and is due for completion on 31 October 2016. Initially focused on two northern provinces, early successes propelled the project's expansion to four provinces – Balkh, Jawzjan, Samanagan and Sari Pul.</p>		
<p>Further information: An independent impact study undertaken by ATR Consulting on RAIP phases I-III, published in March 2016, shows the project has already had a significant positive impact on the economic, health and education status of people in northern Afghanistan. The study was conducted through household and transport surveys, focus group discussions and case studies of communities in the project area, which was compared with data from non-project communities of similar demographic and socioeconomic attributes.</p>		


<p>Project ID: 00079220</p>	<p>UNOPS Business Unit: AR, BKK, Sri Lanka</p>	<p>Project title: <i>vi. Integrated Climate-Resilient Water Supply and Management Systems</i> [Ihavandhoo, Mahibadhoo and Gadhdhoo in the Maldives]</p>
<p>Partners: Client: UNDP, Donor: Adaptation Fund</p>		
<p>Country of delivery: Maldives</p>		
<p>Country classification 2015 (World bank, OECD): Upper middle Income, Not fragile</p>		
<p>Sector of project: 140- Water and sanitation</p>		
<p>Duration of project: August 2011 to October 2015</p>		
<p>Funded amount: USD 7.7 million</p>		
<p>Delivery 2015: USD 0.8 million</p>		
<p>Main service area 2015: Utilities - water & sanitation</p>		
<p>Main service and output 2015: Planning, design & construction; Water storage/reservoirs</p>		
<p>Project description: The Government of the Republic of Maldives was granted about USD 8.8million to enhance the resilience and adaptation of three local vulnerable islands in relation to climate change. This project has been supported from its beginning by UNOPS to the Ministry of Environment and Energy with the technical assistance from UNDP.</p> <p>The primary problem addressed by the project is a significant, climate change-induced decline of freshwater security that is affecting vulnerable communities in Maldives. As surface freshwater is generally lacking throughout the country, the key problems pertaining to long-term freshwater security relate to the management of increasingly variable rainwater resources and increasingly saline and polluted groundwater.</p>		
<p>Further information: In Maldives, fresh ground water resources are scarce. Rivers and lakes are non-existent. Prolonged dry periods, groundwater contamination and saltwater intrusion have caused serious water security issues. With the increasing effects of climate change, access to a year-round supply of clean, safe water has been an ongoing challenge. The government has to provide emergency supply of water (through bottled water) during 3 to 6 months of the year, aggravating a growing pollution problem. To help develop a long-term solution, UNOPS worked alongside the Government of Maldives, island communities and UNDP to design, build and prepare the operations of an Integrated Water Resource Management (IWRM) network for each island.</p> <p>Each network is composed of solar-powered water supply systems that combine rainwater collection and desalinated seawater to provide purified water. Financed by the Adaptation Fund, the network can provide a year-round supply of water to the entire population of the three islands.</p> <p>The infrastructure developed consisted in desalination plants, powered by solar panels, rain water harvesting tanks, distribution networks. UNOPS also provided hands-on technical training to the Maldivian utility service providers on the operation and maintenance of the systems.</p> <p>Through the rollout of an integrated water resource management programme in the above islands, the project has ensured consistent, safe and equitable access of all island communities to safe freshwater in a changing climate. Through a targeted mix of the following investments, the project has addressed the effects of variable rainfall, extreme weather events, salinization and pollution of aquifers. It was also the first project of its kind in Maldives, and is now being used as a reference for the government to further expand the concept of integrated water resources.</p> <p>The impact on the communities was outstanding, as it is the first time that they have access to clean water all year round. As a collateral benefit, it is expected that the consumption of plastic bottles will substantially decrease and lessen the pollution risk. The project addresses SDG 6,13,7,3. It was implemented as a partnership between UNOPS, UNDP and the Ministry of Environment of Maldives, with funding from the Adaptation Fund, an international fund that finances projects and programs aimed at helping developing countries to adapt to the harmful effects of climate change. It is set up under the Kyoto Protocol of the United Nations Framework Convention on Climate Change (UNFCCC)</p>		

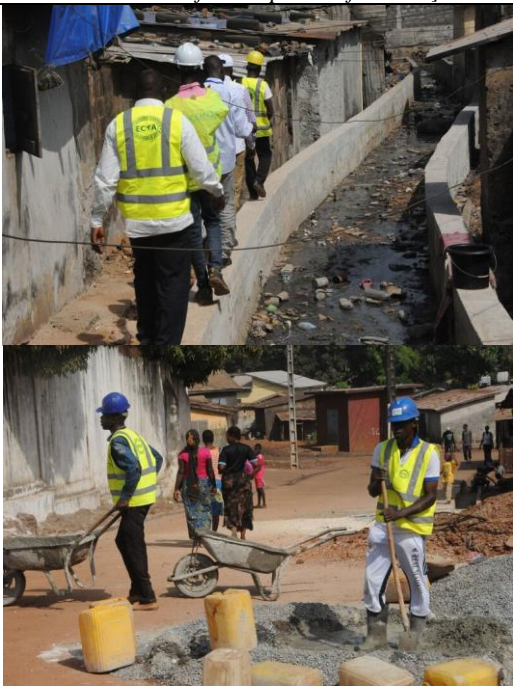
Project ID: 00077260	UNOPS Business Unit: AR, MMOH, Myanmar	Project title: <i>vii. Principal Recipient for Global Fund to Fight AIDS, Tuberculosis and Malaria Grants</i> [GFATM PR-Myanmar-PR-UNOPS]
Partners: Client and donor: The Global Fund for Fight AIDS, Tuberculosis and Malaria (GFATM)		
Country of delivery: Myanmar		
Country classification 2015 (World bank, OECD): Lower middle income, Fragile		
Sector of project: 122 – Basic health		
Duration of project: January 2013 to December 2016		
Funded amount: USD 277.2 million		
Delivery 2015: USD 4.7 million		
Main service area 2015: Procurement		
Main service and output 2015: Procurement without UNLTA & distribution and warehousing; Antibacterial drugs		
Project description: UNOPS has been selected to act as a ‘Principal Recipient’ of The Global Fund to Fight AIDS, Tuberculosis and Malaria in Myanmar. The programme includes the provision of antiretroviral drugs for 30,000 people living with HIV, the distribution of 1.3 million insecticide treated nets, anti-malaria treatment for over 2,500,000 patients and anti-tuberculosis treatment for 290,000 patients during the first two years. Capacity building initiatives for health care providers and large scale prevention activities across the country are also included. The Global Fund will provide grants worth \$105 million over two years in Myanmar, allowing access to care and treatment to those most in need. UNOPS is to manage \$60.56 million of that pool, with the mandate to coordinate and oversee the implementation of the grant. UNOPS has been chosen as a Principal Recipient for Myanmar together with Save the Children. The Principal Recipients are recommended by the Global Fund’s Myanmar Country Coordinating Mechanism, a partnership of local stakeholders from non-governmental organizations, multilateral and bilateral agencies, the public and private sectors, and people living with or affected by the diseases. UNOPS and the Global Fund Secretariat have already developed and signed grant agreements which determine how the funds will be disbursed and implemented. UNOPS will now manage the grants and use a number of sub-recipients to provide direct prevention, care and treatment to the beneficiaries. UNOPS responsibility as Principal Recipient includes the delivery of targets set in the grant agreement, in collaboration with selected sub-recipients under the oversight of the Country Coordinating Mechanism.		
Further information: <ul style="list-style-type: none"> - UNOPS is contracted by the Global Fund (GF) to manage and implement GF grants. GF grants are owned by the country as represented by the M-HSCC. - UNOPS portfolio represents the sustainable part of the grants as UNOPS implements through and strengthens capacities in the Ministry of Health, National NGOs and those INGOs that work with National Programmes. As recipient of the GF funds, UNOPS’ way of executing the PR role is to be of management service to the National Programmes only, and make decisions based collectively and based on consensus/guidance of NPs, thus recognizing the central role of NPs in fighting the epidemics – respecting national ownership as NPs are in the “driving seat”. - Key results included - 17 million Condoms distributed - 4.4 million Needles and Syringes distributed to drug users - 5.8 million+ People tested for malaria - 3.3 million+ insecticide-treated bed nets distributed - 1.5 million+ Pregnant women tested for HIV - 57,535 People receiving anti-retroviral therapy - 714,738 People notified and treated for tuberculosis - 10,290 People of Inject drug users receiving methadone maintenance therapy - 2,793 People notified MDR-TB and > 90% initiated on treatment - 21,000 Health workforce trained in management, PSM and finance 		


<p>Engagement ID: 20029</p>	<p>UNOPS Business Unit: AR, BKK, China Office</p>	<p>Project title: <i>viii. Asia-Pacific Smart Healthcare Demonstration Zone</i> [in Beidaihe New District, Qinhuangdao City of Hebei Province]</p>
<p>Partners: Client and donor: Government of China</p>		
<p>Country of delivery: China</p>		
<p>Country classification 2015 (World bank, OECD): Upper middle income, Not fragile</p>		
<p>Sector of project: 331- Trade policy and regulations and trade-related adjustment</p>		
<p>Duration of project: January 2016 to December 2020</p>		
<p>Funded amount: USD 10 million</p>		
<p>Delivery 2015: Not available (project started in 2016)</p>		
<p>Main service area 2015: Not available (project started 2016)</p>		
<p>Main service and output 2015: Not available (project started 2016)</p>		<p>Project description: The project is in line with the global Sustainable Development Goals (SDGs) and intends to find a solution applicable to the rest of the world facing similar challenges in health sector. In supporting the Chinese Government's "Beijing-Tianjin-Hebei Integration Development Strategy", the project contributes to optimizing medical & healthcare resources deployment/distribution and to upgrading & transforming industrial structure of the local economy, to generate new employment opportunities and improve livelihood for the local population especially women labour force.</p>
<p>Further information: UN needs a new image in China. It should be young and full of energy. It should be an example for people to follow. While we provide project management and advisory services to BDH project, we are also endeavouring to go beyond a project and achieve the following:</p> <ul style="list-style-type: none"> - Encouraging innovation and entrepreneurship at universities, with incubators to fully demonstrate that innovation is a driving force behind the sustainability. - Creating a platform of “connect for impact”, bringing in PPP business model to include governmental agencies and private sectors to work together on disease control and others to generate the optimal social impact. - Creating a vast network by connecting Chinese government with foreign governments and international organizations in an aim to serve more people at lower costs. We are currently working on China-Africa Medical Cooperation Scheme, synergizing the EU2020 and the Chinese Health Goals 2020 into project so that the impact of the project can be amplified. - Bringing in the concept of social responsibility as the core value of sustainability by running workshops on the subject for the young entrepreneurs in China to plant the seeds of UN values into the younger generation. - Combining the western medicine with the traditional Chinese medicine to encourage the dialogues between different culture to better serve the healthy body and mind of the people. 		


Africa


II.B.04.b – Project examples from the Africa region


Project ID: 00088259	UNOPS Business Unit: TNPC	Project title: <i>i. Technical Assistance for the Promotion of Young Agricultural Entrepreneurs</i>
Partners: Client and donor; African Development Bank (AfDB)		
Country of delivery: Morocco		
Country classification 2015 (World bank, OECD): Lower middle income, Not fragile		
Sector of project: 430- Other multisector		
Duration of project: January 2014 to December 2015		
Funded amount: USD 0.5 million		
Delivery 2015: USD 0.2 million		
Main service area 2015: Project management		
Main service and output 2015: Technical assistance; Work days of technical assistance		
<p>Project description: The overall objective of this project is to develop a rural private sector that supports the local agricultural development and the creation of youth employment. As such, the process will strengthen the capacities of young agricultural entrepreneurs and support activities to promote local employment and generate income, in partnership with stakeholders in agricultural development. Specific objective: a set of 200 young agricultural entrepreneurs are put in place to support the creation of very small businesses (Toutes Petites Entreprises, TPE), which support the sectors and strategic areas of the Plan Maroc Vert (PMV) and encourages the promotion of green entrepreneurship in three pilot regions of Morocco: Meknès- Tafilalet, Doukkala- Abda and Souss- Massa- Draâ. The project is funded by the African Development Bank. The Agricultural Development Agency of Morocco is the executing agency and UNOPS is providing technical assistance for implementation of the activity.</p>		
<p>Further information: During the implementation process, the UNOPS team opted the concept of incubator. With the aspect of ensuring the sustainability of the project and the capital, the team opted to implement the embryo incubation centres adapted as support structures of business creation projects. The incubator could provide support in terms of advice and support throughout the business creation process (technical, commercial, financial, ...) and in early stages of the enterprise life. These incubators were domiciled with training centres that have hosted the implementation of the project and were consisted of:</p> <ul style="list-style-type: none"> - “Enterprise space” that predisposes the young in rural area to move from project idea to the practical business scale with lower risk; - “Incubators” that accompany all young companies by allowing them to have facilities and logistic service shared in agricultural training centres with personalized support from experts; - “Network partners” public and private agricultural sector companies will provide the necessary support to the project assembly, including technical, legal, technological, economic and commercial. 		

<p>Project ID: 00091573</p>	<p>UNOPS Business Unit: CIOH</p>	<p>Project title: <i>ii. Technical Assistance for a urban project to improve sanitation services and access</i> <i>[in Conakry, to the Government of the Republic of Guinea]</i></p>
<p>Partners: Client and donor: European Commission (EC)</p>		
<p>Country of delivery: Guinea</p>		
<p>Country classification 2015 (World bank, OECD): Low income, Fragile</p>		
<p>Sector of project: 430- Other multisector</p>		
<p>Duration of project: September 2014 to September 2016</p>		
<p>Funded amount: USD 4.6 million</p>		
<p>Delivery 2015: USD 2.2 million</p>		
<p>Main service area 2015: Transport</p>		
<p>Main service and output 2015: Planning, design & construction; Paved urban roads</p>	<p>Project description: This project is part of the second component of a labour-based urban project to improve sanitation services and access to five disadvantaged communities of the city of Conakry (« Désenclavement et assainissement des quartiers défavorisés de la ville de Conakry »). The specific objective of this project by the Government of the Republic of Guinea and the European Union is to improve living conditions in urban areas and the maintenance of urban roads through a labour-based approach and community engagement. Specifically, UNOPS will construct and/or rehabilitate (i) a minimum of five kilometres of secondary and tertiary roads including roads and sidewalks; (ii) Junkyards in the five districts covered by the project; and (iii) sanitation infrastructure including 50 latrines, 5 laundries and 20 wells.</p>	
<p>Further information: UNOPS has constructed and/or rehabilitated (i) 7 kilometers of secondary and tertiary roads including roads and sidewalks; (ii) Junkyards in the 5 districts covered by the project; and (iii) improved public sanitation services by rehabilitating or/and constructing around 50 latrines, 5 laundries and 20 wells. The project approach was focused on labor intensive methods (HIMO) in order to create around 100,000 jobs days employment, which correspond to 1,000 jobs created during the 25 month of the project's period.</p>		
<p><u>1. The project contributed to improve the conditions of living of the populations.</u> For example, before the roads were built in Dar Es Salaam, neighborhoods in the suburb of Conakry, small-time delinquents had the run of the place. Police could not easily enter the area due to narrow lanes. Potholes and debris blocked the way. Ambulances struggled to maneuver their way up impassable lanes leaving the sick or pregnant endlessly waiting, while taxis overcharged journey. Thanks to this project, several neighborhoods of Conakry like Dar Es Salaam have been cleaned up and made accessible again.</p>		
<p><u>2. The project helped to reduce unemployment by offering formal training and jobs in the construction sector to local residents.</u> More than 65,000 days jobs employment, corresponding to approximately 650 temporary jobs, were created on different sites in 2015. The project developed a training strategy to insure that workers and beneficiaries get an adequate training (mostly based on on-the-job training) in order to ensure that they find permanent jobs after the project's end.</p>		
<p><u>3. The project contributed to create several incomes generating activities for people in need and particularly for women.</u> The project used local NGO through the “grants” mechanism in order to ensure women's involvement and allow them to diversify their economics activities (in sewing, hairdressing, baking...) and generate additional revenue for their households. As a consequence, 70% of the people trained were women.</p>		

Project ID: 00094085	UNOPS Business Unit: GHOH	Project title: <i>iii. Logistical Support to Ebola Emergency Response</i> [Liberia; Component 2 – INFRASTRUCTURE]
Partners: Client and donor: International Development Association (IDA) – World Bank Group		
Country of delivery: Liberia		
Country classification 2015 (World bank, OECD): Low income, Fragile		
Sector of project: 122- Basic health		
Duration of project: January 2015 to March 2016		
Funded amount: USD 22.7 million		
Delivery 2015: USD 3.8 million		
Main service area 2015: Buildings		
Main service and output 2015: Planning, design & construction; Hospitals	<p>Project description: This project is for the construction of a large new teaching hospital in Managua, Nicaragua to improve access to medical services for the local population. The project is being executed by the Cuerpo Médico Militar (Army Medical Corp) on behalf of the Government, and UNOPS is providing advisory services for its construction and procurement services for the necessary equipment. To ease the transition of staff from another, smaller hospital, UNOPS provided project management expertise to develop a system that supports the day - to - day administration and technical management of the new hospital. The building will comply with strict anti - seismic standards; a water treatment plant will be constructed so that water can be reused for irrigation purposes; and the United Nations Industrial Development Organization (UNIDO) will provide solar panels for water heating. The Pan American Health Organization is supporting the project with disaster risk reduction training. In an example of South - South cooperation, the Government of Mexico provided funding to the Government of Nicaragua for this project, through grants from the Central American Bank for Economic Integration (CABEI).</p>	


<p>Project ID: 00076613</p>	<p>UNOPS Business Unit: ETOH</p>	<p>Project title: <i>iv. Darfur Urban Water Supply Project</i></p>
<p>Partners: Client: Government of UK; Donor: Department for International Development (DFID)</p>		
<p>Country of delivery: Sudan</p>		
<p>Country classification 2015 (World bank, OECD): Lower middle income, Fragile</p>		
<p>Sector of project: 140- Water and sanitation</p>		
<p>Duration of project: November 2010 to May 2015</p>		
<p>Funded amount: USD 10.6 million</p>		
<p>Delivery 2015: N/A (Project Closed/Closing)</p>		
<p>Main service area 2015: Utilities - water & sanitation</p>	<p>Main service and output 2015: Planning, design & construction; Water distribution pipe network</p>	
<p>Main service and output 2015: Planning, design & construction; Water distribution pipe network</p>		
<p>Project description: The Darfur Urban Water Supply Project (DUWSP), implemented by United Nations Office for Project Services (UNOPS) and funded by the UK Department for International Development (DFID), has as a purpose to improve access to clean water sources for urban populations in Darfur. It commenced 01 November 2010, and it was originally due for completion 31 December 2012, but with a no-cost extension until 30 September 2013, with a total budget of GBP 6,618,531 including conditional funds to an amount of GBP 931,300. DUWSP has as a focus to improve the infrastructure for water supply in four main urban centres of Darfur, namely El Fasher (North Darfur), Nyala (South Darfur), El Geneina (West Darfur), and Zalingei (Central Darfur). The project complements the ongoing urban water supply expansions by the Darfur Regional Authority. Upon completion, the infrastructure constructed within the project is handed over to the responsible government counterparts at each urban location. The Urban Water Administration (UWA) and State Water Corporation (SWCs) will be responsible for day to day operation and management of the water supply system, under the leadership of the Public Water Corporation (PWC).</p>		
<p>Further information: Nearly 250,000 people have benefited from the improved access to clean water – the majority of the population served by the network in the four state capitals.</p> <p>Depending on family size and available storage, most families in the four towns no longer need to purchase water from private vendors, with supply now available for two days a week or more. These financial savings are significant for many families. Previously, many households reported their expenditure on water (from local vendors) in the range \$25-50 per month. With the works implemented under the project, the households are now able to receive water directly from the state UWA network at less than \$8 per month. The project has also helped improve income opportunities for the local population. The project also included a capacity building phase to enhance the project sustainability.</p>		


Project ID: 00096266	UNOPS Business Unit: KEOH	Project title: <i>v. Support to UNICEF for reducing maternal and neonatal deaths [in Kenya]</i>
Partners: Client and donor: UNICEF		
Country of delivery: Kenya		
Country classification 2015 (World bank, OECD): Lower middle income, Fragile		
Sector of project: 130- Population policies/programmes and reproductive health		
Duration of project: August 2015 to December 2017		
Funded amount: USD 13.2 million		
Delivery 2015: USD 0.2 million		
Main service area 2015: Buildings		
Main service and output 2015: Planning, design & construction; Health clinics		
<p>Project description: UNOPS will support UNICEF with the implementation of their programme that seeks to reduce maternal and neonatal deaths at national (MOH) level and in five counties in Kenya: Turkana, Garissa, Nairobi, Kakamega, and Homa Bay. UNOPS support will be limited to three activities in each of the counties: Providing logistics for workshops; Rehabilitation of health facilities - Centres of Excellence (COE); and Mainstreaming climate change/green energy in health facilities.</p>		
<p>Further information: The survival of mothers and new-borns is often used as a barometer of success in development and human rights for communities and nations. Across Eastern and Southern Africa, close to 58,000 women lost their lives in pregnancy and childbirth in 2010, accounting for more than one fifth of all such deaths in the world; this is close to 10 deaths every hour throughout the year. The programme contributes to Kenya's MTP II and Reproductive Health Business Plan.</p>		


Project ID: 00090796	UNOPS Business Unit: CDOH	Project title: <i>vi. Rehabilitation of health centres in DRC</i>
Partners: Client and Donor: Government of the Democratic Republic of the Congo (DRC)		
Country of delivery: DRC		
Country classification 2015 (World bank, OECD): Low income, Fragile		
Sector of project: 122- Basic health		
Duration of project: December 2014 to December 2015		
Funded amount: USD 2.7 million		
Delivery 2015: USD 2.5 million		
Main service area 2015: Buildings		
Main service and output 2015: Rehabilitation; Health clinics		
<p>Project description: This project is to support the Ministry of Health of the Democratic Republic of the Congo to assess the degradation status of health centres in 6 DRC provinces (Bas-Congo, Bandundu, Katanga, Equateur, Maniema, Sud-Kivu).</p> <p>The overall objective of this project is to improve the availability and the quality of health care facilities and medical services for local people.</p> <p>UNOPS implements this project by:</p> <ul style="list-style-type: none"> (i) providing preparatory assistance to assess the health infrastructure and assess the scope of work, surveying and developing a plan of implementation for the rehabilitation of buildings, and by, (ii) rehabilitating these health care infrastructures based on identified needs and depending of available budget and project time line. <p>Intended outputs of the project are:</p> <ul style="list-style-type: none"> (i) a sketch indicating the major dimensions, location of photos, main elements of the works; (ii) photographic record showing condition of building; (iii) list of the main elements of work required; (iv) an estimate of the costs of refurbishment; (v) list of health centres (approved by the MPH) which can be rehabilitated with the funds available and in the lifetime of the project; (vi) as much as possible, health centres rehabilitated with the available budget and in the lifetime of the project. 		
<p>Further information: Additionally to the assessment and the rehabilitation/ construction of an important amount of health centers, UNOPS provided the client and the donor with an interactive map (Google earth) locating the said centers with all technical information regarding each center (GPS location, Technical status, pictures, etc.) to enable stakeholders to be aware of the status of each building.</p>		

Europe and Central Asia

II.B.04.c – Project examples from the Europe and Central Asia region


Engagement ID: 11295 Project ID: 00092282, 00092953, 00092948, 00092947, 00092940, 00092941, 00092950, 00092954, 00092955	UNOPS Business Unit: ECR, GVA, Geneva	Project title: <i>i. Hosting of Stop TB Partnership Secretariat (STBP)</i>
Partners: Client: Stop TB Partnership (STBP); Donors: USAID, DFIDF, DFATD, Gates Foundation, World Bank, CDC, Global Fund, UNITAID/WHO, Eli Lilly Foundation, Kochon Foundation, UN Foundation, and approx. 40 countries procuring TB medicines and diagnostics through STBP		
Country of delivery: STBP is based in Geneva with operations worldwide		
Country classification 2015 (World bank, OECD): N/A – multi country		
Sector of project: 122 – Basic health		
Duration of project: January 2015 to December 2020 (time of the longest-running contribution agreement currently)		
Funded amount: USD 240.0 million		
Delivery 2015: 00092947: USD 1.5 million; 00092948: USD 12.2 million 00092950: USD 18 million; 00092954: USD 2.9 million 00092940: USD 0.9 million; 00092282: USD 1.3 million 00092953: USD 7.2 million; 00092955: USD 2.8 million 00092941: No delivery in 2015		
Main service area 2015: 00092947, 00092948, 00092950, 00092954: Financial management services; 00092940: Shared services; 00092282, 00092953, 00092955: Procurement; 00092941: No delivery in 2015		
Main service and output 2015: 00092947, 00092948, 00092950, 00092954: Grants management; Grants 00092940: Communication & outreach; Communication & outreach items 00092282, 00092953, 00092955: Procurement without UNLTA; Diagnostic kits 00092941: No delivery in 2015		
Project description: The Stop TB Partnership is a global coalition of more than 1300 partners across 100 countries established in 2001. The key programmatic activities centre around three main areas: 1) Awareness raising, political engagement, outreach and communication; 2) innovation and case detection primarily through grant-making (TB REACH and Challenge Facility); and 3) procurement of TB medicines and diagnostics through the Global Drug Facility (GDF). Since January 2015, the UNOPS Geneva Office is hosting Stop TB Partnership Secretariat, previously hosted by WHO. As a legal host and administrative agency to Stop TB, UNOPS is responsible for entering into agreements with donors, collecting contributions, disbursing resources to the Secretariat partners in accordance with the work plan and upon approval from Stop TB. In particular, UNOPS provides grant management services (selection of grants, grant agreements, disbursements, monitoring of performance) for the three major multi-country programmes of Stop TB. UNOPS is also entrusted with the consolidation of financial statements and reports, and supporting Stop TB in HR, procurement, administrative and logistical back-office support. The Stop TB Partnership Secretariat has approximately 50 staff members.		
Further information: Providing efficient hosting services has allowed STBP to focus on its core mandated programmatic activities, leading the global efforts to raise awareness, funding and action against TB; to better engage with civil society, communities and activists, and strengthen its high-level advocacy work with governments. It will also be able to increase its reach to non-traditional and non-health stakeholders, including the private sector, within the ethical and operational guidelines of the UN system. UNOPS is particularly well equipped to support the roll out and implementation of rapid grant and procurement procedures required by the Global Drug Facility and TB REACH – two of the Partnership’s key programmes. “Being under UNOPS has provided us with many opportunities for working with multiple new partners and engaging different innovative approaches to fight TB. One of the examples that come to mind is the fact that we are proceeding towards direct procurement of diagnostics by ourselves thanks to the support from UNOPS including its finance, procurement and legal departments. We are looking forward to a continued and even greater collaboration,” said Dr Lucica Ditiu, Executive Secretary of the Stop TB Partnership.		


<p>Project ID: 00071817</p>	<p>UNOPS Business Unit: ECR, GVA, Geneva</p>	<p>Project title: ii. WSSCC - Global Sanitation Fund (GSF)</p>
<p>Partners: Client and donor: Water Supply and Sanitation Collaborative Council (WSSCC)</p>		
<p>Country of delivery: 13 countries (Benin, Cambodia, Ethiopia, India, Kenya, Madagascar, Malawi, Nepal, Nigeria, Senegal, Tanzania, Togo and Uganda)</p>		
<p>Country classification 2015 (World bank, OECD): N/A – multi country</p>		
<p>Sector of project: 122 – Basic health</p>		
<p>Duration of project: August 2009 to December 2020</p>		
<p>Funded amount: USD 183.7 million</p>		
<p>Delivery 2015: USD 23.8</p>		
<p>Main service area 2015: Financial management services</p>		
<p>Main service and output 2015: Grants management; Grants</p>		
<p>Project description: The Water Supply and Sanitation Collaborative Council (WSSCC) is a global multi-stakeholder partnership organization that works to improve the lives of poor people. WSSCC enhances collaboration among sector agencies and professionals around sanitation and water supply and contributes to the broader goals of poverty eradication, health and environmental improvement, gender equality and long-term social and economic development. As its funding mechanism to reach scale, WSSCC has established the 'Global Sanitation Fund' (GSF) in 2008. GSF is a multi-donor trust fund to help large numbers of poor people to attain safe sanitation services and adopt good hygienic practices. WSSCC's Global Sanitation Fund supports work actively in Benin, Cambodia, Ethiopia, India, Kenya, Madagascar, Malawi, Nepal, Nigeria, Senegal, Tanzania, Togo and Uganda.</p>		
<p>Further information: Nationally-led programmes supported by the GSF have enabled:</p> <ul style="list-style-type: none"> - 6.62 million people to access improved toilets - 10.87 million people and more than 47,000 communities to live in open defecation free environments - 15.69 million people to access handwashing facilities <p>Global Sanitation Fund-supported programmes transform the way communities think about and practice defecation. The Global Sanitation Fund (GSF) shows people how open defecation and poor latrines expose them to disease, and work with community leaders to create sustainable solutions – which can be as simple as building a lid for a latrine and covering waste with ashes from cooking fires. Top-down approaches that build or subsidize toilets aren't sustainable over the long term – the GSF approach transforms community standards to create lasting change. This approach is extraordinarily cost-effective, reaching millions of people in remote and vulnerable communities with very modest investments.</p>		

Project ID: 00080310	UNOPS Business Unit: ECR, GVA, Geneva	Project title: <i>iii. Water Supply & Sanitation Collaborative Council (WSSCC)</i> [Sanitation Leadership TF]
Partners: Client and donor: Water Supply and Sanitation Collaborative Council (WSSCC)		
Country of delivery: Global (activities in over 36 countries, mostly Africa and South Asia)		
Country classification 2015 (World bank, OECD): N/A – multi country		
Sector of project: 140– Water and sanitation		
Duration of project: August 2009 to December 2020		
Funded amount: USD 183.7 million		
Delivery 2015: USD 8.8 million		
Main service area 2015: Financial management services		
Main service and output 2015: Grants management; Grants		
<p>Project description: The Water Supply and Sanitation Collaborative Council (WSSCC) is a global multi-stakeholder partnership organization that works to improve the lives of poor people. WSSCC enhances collaboration among sector agencies and professionals around sanitation and water supply and contributes to the broader goals of poverty eradication, health and environmental improvement, gender equality and long-term social and economic development. WSSCC has National WASH Coalitions in 36 countries and individual members in 160 countries. To achieve its mission, WSSCC divides its activities into three programme areas;</p> <ol style="list-style-type: none"> 1) Advocacy and communications - WSSCC carries out advocacy campaigns both the community and national or governmental level with the objective to build grass routes support for the water, sanitation and hygiene schemes as well as fostering support from policy leaders to provide water and hygiene to all; 2) Networking and knowledge management - WSSCC actively assist in networking and knowledge exchange activities at the community and national level through National WASH Coalitions, at the regional and global level through the organization of conferences and thematic workshops. It also organizes training and specific meetings to enhance knowledge among practitioners and other stake holders; 3) Global Sanitation Fund (GSF) - through a single pooled fund WSSCC provides to carefully selected poor countries in order to implement hygiene and sanitation work programmes with the aim of allowing large numbers of people to obtain safe and sustainable sanitation services and good hygiene practices. This component is for the Sanitation Leadership Trust Fund (SLF). 		
<p>Further information: WSSCC takes a life cycle approach to sanitation and hygiene programming. All humans experience different phases in their own lifecycle, from infancy, through puberty, parenthood, illness and old age. The sanitation and hygiene needs for everyone, at all times, need to be considered if programmes and policies are to be equitable for all. For the disabled, relatively small adjustments to water and sanitation services can ensure that their needs are not overlooked, improving the dignity, health, and overall quality of life of those already disadvantaged.</p> <p>India is at centre of the world’s sanitation and hygiene crisis, with alone 60% of the world’s open defecators. WSSCC has a multi-dimensional, partnership- and action-oriented engagement on public policy advocacy designed to create an enabling environment to reach millions or people. With its country partners, including hundreds of individuals and many organizations, WSSCC is deploying a range of measures through its grant financing, advocacy, networking, knowledge, training and communications work and a national Research and Action Learning Unit (RALU) in Delhi.</p>		

Middle East


II.B.04.e – Project examples from the Middle East region


Project ID: 00096116	UNOPS Business Unit: MR, AMM, Amman	Project title: <i>i. Provision of Operation Services for Education Activities in Syrian Refugee Camps</i>
Partners: Client and donor: UNICEF		
Country of delivery: Jordan		
Country classification 2015 (World bank, OECD): Upper middle income, Not fragile		
Sector of project: 730 – Reconstruction relief and rehabilitation		
Duration of project: July 2015 to June 2016		
Funded amount: USD 3.0 million		
Delivery 2015: USD 0.8 million		
Main service area 2015: Procurement		
Main service and output 2015: Procurement without UNLTA & distribution and warehousing; Emergency relief items		
<p>Project description: Jordan is hosting an unprecedented number of Syrian refugees. Currently, there are over 655,000 registered refugees in Jordan, where around 21% are residing in camps. There are a total of ten functioning schools in the camps and eight more schools are due to open in August (four in Azraq and four in Za'atari). There are a total of 26,200 students registered in the camps; the break down between boys and girls is 49% and 51% respectively on average in all camps. UNICEF works together with the Ministry of Education to provide learning spaces, school maintenance, and the remedial, counselling, and special learning activities for the students in the refugee camps.</p> <p>In this regard, UNOPS is providing operational support to UNICEF in school construction, maintenance, and cleaning, as well as implementing the cash for work programme for the school wardens, Syrian assistant teachers, cleaners and maintenance workers. UNOPS is also facilitating transport of Syrian students from other refugee camps to schools in Azraq and Za'atari camps, and to Tawjihi exams.</p>		
<p>Further information: The project is currently providing income-generating opportunities to 817 refugees in Azraq and Za'atari refugee camps.</p> <p>The project is also a very good example of how UNOPS can collaborate with its sister UN agencies in a way that complements our respective mandates – whereby UNOPS undertakes operational support and infrastructure works, while, UNICEF in this case, focuses on implementing activities that are related to their core mandate.</p>		


Project ID: 00097443, 00097442, 00097124	UNOPS Business Unit: MR, AMM, Amman	Project title: <i>ii. United Nations Verification and Inspection Mechanism</i>
Partners: Client: European Commission, Government of UK, Department of State (USDOS) Donor: The Netherlands, Department For International Development (DFID), Government of USA		
Country of delivery: Yemen		
Country classification 2015 (World bank, OECD): Lower middle income, Fragile		
Sector of project: 210- Transport and storage		
Duration of project: December 2015 to May 2016		
Funded amount: USD 7.9 million		
Delivery 2015: 00097443: USD 37,005; 00097442: No delivery in 2015; 00097124: USD 37,174		
Main service area 2015: 00097443: HR Services; 00097442: No delivery in 2015; 00097124: HR Services		
Main service and output 2015: 00097443: Recruitment; HR contracts 00097442: No delivery in 2015 00097124: Recruitment & contract management; HR contracts		
<p>Project description: The current conflict in Yemen has resulted in a wide-spread humanitarian crisis, and has left 80 per cent of the population (21.1 million people) in need of assistance. The impediments on commercial imports to Yemen have led to severe lack of basic items. Should this situation continue to the point that basic commodities are not imported into Yemen and therefore not available in the market, the current humanitarian crisis will deteriorate even further. In order to facilitate the unimpeded flow of essential commercial items to Yemen, the UN has been requested by the Government of Yemen to provide a monitoring and inspection service to ensure that commercial cargo entering Yemen's territorial waters is compliant with the UN Security Council resolution 2216 (2015).</p> <p>The resolution mandates that UN Member States take necessary measures to prevent the direct or indirect supply, sale or transfer from or through their territories or by their nationals, or using their flag vessels or aircraft, of arms and related materiel of all types, including weapons and ammunition, military vehicles and equipment, paramilitary equipment, and spare parts for the aforementioned. UNVIM has been praised by donors, UK/US military liaison officers, the shipping community as well as the Government of Yemen and the Coalition forces for its efficient and thorough procedures in clearing commercial goods to Red Sea ports, thereby contributing directly to easing the suffering of the people in Yemen.</p> <p>The United Nations Office for Project Services (UNOPS) was requested to operationalize and manage the UNVIM on behalf of the UN and the Member States.</p>		
<p>Further information: UNVIM operates from its Head Office in Djibouti, where main activities such as management of clearance requests, coordination of inspection, and monitoring of operations will take place. UNVIM Monitors are coordinating with port authorities in each of the transshipment ports in Djibouti, Dubai, Jeddah and Salalah to ensure that the screening of cargo destined for Yemen is done in compliance with UN Security Council Resolution 2216 (2015).</p> <p>According to the accounts of shipping companies, prior to the operationalization of UNVIM, its vessels were for permission from the Coalition forces to enter the port area between seven and 40 days after arriving in Yemen territorial waters. During that period, the shipping companies were incurring huge demurrage fees. The associated delays had a significant impact on the Yemeni consumers, as the importer had to increase the commodities' prices to recover the demurrage fees. With the establishment and operationalization of UNVIM, the waiting time of the vessels has been cut down to less than three days, which allows shipping companies to fulfil their contractual obligations, deliver goods as planned and avoid paying higher demurrage and insurance rates.</p> <p>UNVIM also contributed to an improved trust among the international shipping community that goods could be transported to Yemen's Red Sea Ports in a fast manner despite the ongoing conflict.</p> <p>Since the launch of UNVIM's operations on 5 May of this year, of the 75 vessels that have requested permission to enter one of the Red Sea ports in Yemen, five vessels and 39 containers were subjected to inspections. As of mid-June, UNVIM has cleared 61 vessels that were transporting a total of 1.5 million metric tons (MT) of goods, including 636,331 MT food, 552,262 MT fuel, 108,591 MT of construction material and 171,429 of general cargo.</p>		


Latin America and Caribbean


II.B.04.d – Project examples from the Latin America and Caribbean region


<p>Project ID: 00077083</p>	<p>UNOPS Business Unit: LCR, PAOH, Nicaragua</p>	<p>Project title: <i>i. Infrastructure support to the Dr. Alejandro Dávila Bolaños Military Hospital project</i> [Hospital Militar Escuela Alej]</p>
<p>Partners: Client and donor: Central American Bank for Economic Integration</p>		
<p>Country of delivery: Nicaragua</p>		
<p>Country classification 2015 (World bank, OECD): Lower middle income, Not fragile</p>		
<p>Sector of project: 121– Health, general</p>		
<p>Duration of project: November 2010 to December 2015</p>		
<p>Funded amount: USD 3.0 million</p>		
<p>Delivery 2015: USD 0.2 million</p>		
<p>Main service area 2015: Project management</p>		
<p>Main service and output 2015: Technical assistance; Work days of technical assistance</p>		
<p>Project description: This project is for the construction of a large new teaching hospital in Managua, Nicaragua to improve access to medical services for the local population. The project is being executed by the Cuerpo Médico Militar (Army Medical Corp) on behalf of the Government, and UNOPS is providing advisory services for its construction and procurement services for the necessary equipment.</p> <p>To ease the transition of staff from another, smaller hospital, UNOPS provided project management expertise to develop a system that supports the day - to - day administration and technical management of the new hospital. The building will comply with strict anti - seismic standards; a water treatment plant will be constructed so that water can be reused for irrigation purposes; and the United Nations Industrial Development Organization (UNIDO) will provide solar panels for water heating.</p> <p>The Pan American Health Organization is supporting the project with disaster risk reduction training. In an example of South - South cooperation, the Government of Mexico provided funding to the Government of Nicaragua for this project, through grants from the Central American Bank for Economic Integration (CABEI).</p>		

Project ID: 00084578	UNOPS Business Unit: LCR, PAOH, El Salvador	Project title: <i>ii. Technical assistance for the modernization of ports and airports</i> [in El Salvador; AT Modernizacion aeropuerto]
Partners: Client: UNDG; Donor: Government of El Salvador		
Country of delivery: El Salvador		
Country classification 2015 (World bank, OECD): Lower middle income, Not fragile		
Sector of project: 210– Transport and storage		
Duration of project: January 2013 to December 2015		
Funded amount: USD 6.2 million		
Delivery 2015: USD 0.5 million		
Main service area 2015: Technical Assistance		
Main service and output 2015: Associated technical assistance; Work days of technical assistance		
Project description: This technical assistance programme is the second phase of UNOPS support to the national ports authority of El Salvador (Comisión Ejecutiva Portuaria Autónoma/CEPA). The first involved the accompanying review of pre-investment studies, in this new phase UNOPS will provide assistance to CEPA for the implementation stage in the modernization and optimization of ports and airports. This project is for the modernization of the El Salvador International Airport. There will be complementary projects for the modernization of the port at La Union and the port at Acajutla.		

Project ID: 00088167	UNOPS Business Unit: LCR, PEOC, Peru	Project title: <i>iii. Development of engineering studies to optimize irrigation practices</i> [Support to the Government of Peru's National Water Authority]
Partners: Client and donor: Government of Peru		
Country of delivery: Peru		
Country classification 2015 (World bank, OECD): Upper middle income, Not fragile		
Sector of project: 140 – Water and sanitation		
Duration of project: December 2013 to December 2015		
Funded amount: USD 2.9 million		
Delivery 2015: USD 1.1 million		
Main service area 2015: Utilities - water & sanitation		
Main service and output 2015: Planning & design; Surface irrigation		
Project description: UNOPS is providing technical assistance to the Government of Peru's National Water Authority for the implementation of engineering studies in the Ica Region, in the area around the Pisco River. The expertise will assess the engineering requirements to transfer surplus water from the Pisco River in order to provide irrigation around 'Quebrada del río Seco' and to optimize the drainage systems in areas currently under irrigation in the Pisco River Valley using both structural and non-structural solutions.		

<p>Project ID: 00092380</p>	<p>UNOPS Business Unit: LCR, PAOH, Panama</p>	<p>Project title: <i>iv. Technical Assistance in Public Procurement</i> [State of Jalisco, Mexico]</p>
<p>Partners: Client and donor: Government of Mexico</p>		
<p>Country of delivery: Mexico</p>		
<p>Country classification 2015 (World bank, OECD): Upper middle income, Not fragile</p>		
<p>Sector of project: 151 – Government and civil society, general</p>		
<p>Duration of project: November 2014 to June 2016</p>		
<p>Funded amount: USD 6.5 million</p>		
<p>Delivery 2015: USD 0.6 million</p>		
<p>Main service area 2015: Project management</p>		
<p>Main service and output 2015: Technical assistance; Assessments/surveys</p>		<p>Project description: This project is for the provision of advisory services in public procurement to the Government of the State of Jalisco in Mexico. The project activities combine four main lines of action:</p> <ul style="list-style-type: none"> (i) advisory services for the tendering process of about USD 80 million equivalent for the procurement of light rail wagons for the urban transport agency; (ii) diagnosis of procurement efficiency performance in 3 of the most relevant purchasing entities in the State, as well as set up an M&E system and carry out quarterly assessments of progress made and retrofit these evaluations into the next quarter’s action plans ; (iii) carry out a targeted training and institutional strengthening programme over about 3 months, focusing on the weaknesses and issues identified in the diagnostic phase, through a combination of on-the-job training and formal short training courses. (iv) Communication component embedded into the project to inform both the general public and chambers of potential suppliers, on the objectives progress and products of this specific project.

Project ID: 00092549	UNOPS Business Unit: LCR, PEOC, Peru	Project title: <i>Technical Assistance for a v. Feasibility Study: Rehabilitation and Improvement of the Main Canal</i> [Canal Principal, Cumbaza, San Martin]
Partners: Client and donor: Government of Peru		
Country of delivery: Peru		
Country classification 2015 (World bank, OECD): Upper middle income, Not fragile		
Sector of project: 311 – Agriculture		
Duration of project: December 2014 to February 2016		
Funded amount: USD 1.7 million		
Delivery 2015: USD 1.0 million		
Main service area 2015: Utilities - water & sanitation		
Main service and output 2015: Rehabilitation; Surface drainage channels		
<p>Project description: This project is to provide technical assistance to the National Water Authority (Autoridad Nacional del Agua) of Peru to conduct a feasibility study on the rehabilitation and improvement of the main canal (canal principal) Cumbaza in the districts Morales, Tarapoto and Juan Guerra in San Martin, a region in Northern Peru. The specific objectives of this project are to:</p> <ul style="list-style-type: none"> (i) Perform technical, organizational, social and environmental approaches to increasing agricultural production; (ii) Conduct further studies of the selected alternative in the study of pre-level investment profile; (iii) Develop the timetable for implementation, commissioning and launch, organization, management and financial analysis of the project. <p>The project is divided into four components:</p> <p>Component 1 covers the development of specialized basic studies of the project and includes field and laboratory activities necessary to perform the engineering work and the evaluation and formulation of the final draft: Diagnosis of the current situation (based on field surveys and reviewing background information); Surveying; Studies of soil mechanics and geotechnical; Studies of soil and water sources; Hydrological study; Agrological Study; Agro Diagnosis; Geological and geomorphological characterization; Execution of reference gauging.</p> <p>Component 2 focuses on Engineering Studies and corresponds to the execution of the activities needed to define the necessary works and costs, environmental impact and risks and are based on the results of basic studies (described in Component I): Hydraulic Designs; Structural designs; Costing; Preliminary Environmental Impact Study; Study of vulnerability and risk; Study of legal physical healing.</p> <p>Component 3 forms the Formulation and Evaluation Project and corresponds to the execution of testing to assess the economic and social feasibility of the project activities and to ensure the efficient organization and execution of its implementation: Defining the horizons of the project; Definition of costs and benefits; Economic and social evaluation of the project; Analysis of sustainability and risk; Social Impact Assessment; Organization, schedule and budget of the project.</p> <p>Component 4 focuses on Communication and training and corresponds to the implementation of activities of communication, information and public awareness of local actors and local and regional authorities located in the area of influence of the project. Study on the development, progress and conclusions. Also in this component aimed at informing public opinion in general activities are included. Irrigation in the Pisco River Valley using both structural and non-structural solutions.</p>		

<p>Project ID: 00094884</p>	<p>UNOPS Business Unit: LCR, AROH, Argentina</p>	<p>Project title: <i>vi. Review of legal compliance on environmental performance for major mining projects</i> [Support to the State Government of San Juan for the independent audit and review]</p>
<p>Partners: Client: UNDP; Donor: Government of Argentina</p>		
<p>Country of delivery: Argentina</p>		
<p>Country classification 2015 (World bank, OECD): High income, Not fragile</p>		
<p>Sector of project: 322 – Mineral resources and mining</p>		
<p>Duration of project: March 2015 to January 2016</p>		
<p>Funded amount: USD 2.6 million</p>		
<p>Delivery 2015: USD 1.1 million</p>		
<p>Main service area 2015: Project management</p>		
<p>Main service and output 2015: Technical Assistance; Work days of technical assistance</p>		
<p>Project description: Under the framework of an agreement with the Province of San Juan, UNOPS along with UNEP have begun auditing the four major projects in the mining sector in the province of San Juan. This is the bi-national project Pascua Lama (set on the border with Chile), Veladero, Gualcamayo and Casposo.</p> <p>The audit includes legal and environmental aspects and is expected to be completed within 18 months. In the context of a country such as Argentina, where mining has been questioned by non-governmental organizations and civil society in relation to possible overuse or pollution of water resources, involvement of glaciers and social impacts, the intervention of the UN system is aimed at ensuring transparency and appropriateness of an independent audit.</p> <p>Surveys of all cartographic and satellite data will be conducted, samples will be gathered from the processing of hydrogeological models, and interviews with local stakeholders will be conducted. The ultimate goal is to develop the most appropriate recommendations for better environmental management control of mining activities in the province of San Juan.</p> <p>UNOPS conducts an integral audit of legal environmental compliance and environmental performance regarding four mining projects being carried out in the San Juan Province. The audit is being conducted independently by UNOPS/UNEP and the resulting technical inputs will be reported to the Ministry of Mining as well as disclosed to stakeholders.</p> <p>The audits of legal compliance and environmental performance will determine the degree of compliance in each of the mining projects involved based on existing legislation. Moreover, recommendations will be provided to improve the environmental control management practices of the Mining Ministry of the Provincial Government of San Juan.</p>		

The services in the development value chain

The development value chain

36. The unique role of UNOPS inherently affects any results-based assessment of its performance. UNOPS contributes outputs to outcomes in partnership with other entities. In many instances realisation of outcomes rests with UNOPS partners and their annual reports may elaborate on broader outcomes and/or impacts than those described in UNOPS Annual report of the Executive Director. While this is most obvious when services are provided to United Nations entities, the same can be applied to work performed in the spirit of the Paris Declaration, where UNOPS provides services directly to governments. Thus, results are mostly assessed at the output level, but in certain cases, with the support of partners, impacts and outcomes are also assessed.

37. In line with the General Assembly resolution (A/RES/67/226) on the Quadrennial Comprehensive Policy Review on results-based management (RBM), UNOPS reporting on operational results is informed by key definitions in use by the United Nations Secretariat, UNDP and the Organisation for Economic Cooperation and Development, as well as those provided in the RBM Handbook (United Nations Development Group, 2011). UNOPS approach to RBM, including UNOPS position in the development results chain, is described in detail in “UNOPS results methodology”, Annex IV to the UNOPS strategic plan, 2014-2017 (DP/OPS/2013/3-Annexes).

38. In sum, the "development value chain" should in this context be understood as the widely recognized methodological approach for design, monitoring and evaluation of development projects which is derived from the logical framework approach developed in the 1970ties. Whereby a temporal logic model for the connection between inputs, activities, outputs, outcomes and impacts, is established and framed through identification of assumptions and external factors which may affect the proposition.

Results-based reporting and classification of outputs and services

39. Data for operational results are collected using an online results-based reporting (RBR) tool, which enables project managers to report on planned- and completed project services and outputs. In the tool, one or more services can be combined with distinct outputs according to defined business rules. The RBR tool then enables the project manager to attribute project expense per combination of service(s) and output and provide indicative reporting on aspects of national capacity and sustainability at the project level. In 2015, more than 200 UNOPS project managers completed and certified data entry for more than 1,000 projects.

40. The UNOPS service lines are mutually reinforcing and frequently interdependent. An example of this is an engagement to design and construct five schools; an infrastructure project which is likely to entail a significant amount of procurement, which together with other required inputs, such as personnel, would need to be project managed in order deliver outputs contributing to the achievement of the expected project benefits. By virtue of this logic, UNOPS global portfolio can be analysed and illustrated from the perspective of both inputs and outputs. The portfolio analysis in the midterm review document is presented from the perspective of the end output, as identified by the UNOPS project manager.

41. UNOPS methodology and approach to managing and accounting for the operational results on behalf of its partners are continuously being improved. Hence, year-on-year comparison may not always be possible for certain results. In 2015, the list of project outputs and services used for reporting was revised based on interviews with project managers and technical experts from UNOPS regions, the infrastructure and project management group, the procurement group, the communications and partnership group and finance group.

42. The revision was informed by analysis of previously reported project outputs, “UNOPS results methodology” and the constraints of UNOPS corporate systems for reporting. At the end of 2015, the online RBR tool contained a list of outputs and services which had been associated with an output group and a service line reflecting the General Assembly resolution 65/176.

43. To classify projects into one of UNOPS service lines, the following methodology was applied: projects containing infrastructure services and outputs equal to or greater than 30 per cent of delivery were classified as infrastructure; projects containing procurement services and outputs equal to or greater than 30 per cent of delivery were classified as procurement; and, the remainder were classified according to service and output mapping as project management, financial management, HR services or shared services.

Value-adding outputs

44. The below summarizes some of the main output enabled by the UNOPS delivery over the biennium.¹

45. In 2014-2015, UNOPS has continued to provide significant contributions and support to the operational results of government, the United Nations system and other partners. In infrastructure, key outputs delivered include the construction, design or rehabilitation of:

- a. 7,149 km of roads,
- b. 76 schools,
- c. 213 bridges,
- d. 43 hospitals and health clinics,
- e. 4 airstrips,
- f. 2 ports,
- g. 15 prisons,
- h. 10 police stations, and
- i. 17 courthouses.

46. In 2014-2015, UNOPS procured more than \$1,386,000,000 worth of goods and services for its partners, including 88,000 units of machinery and equipment and 11,700 vehicles. Furthermore, in 2014-2015, UNOPS handled, procured and/or distributed:

- a. \$57.8Mn medical supplies,
- b. \$3Mn mosquito nets,
- c. \$3.6Mn diagnostic kits, and
- d. \$240Mn doses of medicine.

47. In 2014-2015, UNOPS helped partners develop local capacity by supporting the training of more than 146 000 individuals, including health, project management and improved sanitation. In addition, UNOPS administered or monitored 1,438 grants to fund various types of projects, in addition to over 7,600 UNDP-Global Environment Facility (GEF) small grants in more than 120 countries.

¹ The outputs have been reported through the Executive Director's Annual Reports to the Executive Board

Service lines and services

48. The below tables provide an overview of the *UNOPS services* which were used as the basis for results reporting in 2015. The specific services are grouped by service line. The following section provides an overview of the outputs against which the 2015 performance was reported.

*Infrastructure***II.B.05.a – Infrastructure services**

Service	Service description
Client infrastructure contract administration	UNOPS acts as an infrastructure contract administrator on behalf of the partner, for design or works.
Construction	Putting new infrastructure outputs in place through use of UNOPS personnel or works contractors. This service may include demolition and be combined with Planning, Design, Rehabilitation and/or Operations and maintenance.
Design	Provision of calculations, specifications, drawings and other technical documents that are necessary for solicitation or alterations to any of these documents which fully or partially affect functionality, based on which the output is constructed. This service may be combined with Planning, Construction, Rehabilitation and/or Operations and maintenance.
Operations and maintenance	To enable the continued use of the infrastructure output after construction or rehabilitation. This service may be combined with Design, Construction, and/or Rehabilitation.
Planning	Covers the preparatory work which informs design and construction, including infrastructure surveys, analysis and assessments. This may be combined with Design, Construction, Rehabilitation and/or Operations and maintenance.
Rehabilitation	Work on existing infrastructure outputs through use of UNOPS personnel or works contractors. This may include demolition and be combined with Planning, Design, Construction and/or Operations and maintenance
Site remediation	Set of processes for removal of pollution or contaminants from environmental media such as soil, groundwater, sediment, or surface water and rendering the site to a "good" state.
Technical assistance	Implementing work on behalf of the partner in the areas of due diligence, technical reviews and/or sectoral analysis, contractor evaluations or other technical areas, including financing, associated with infrastructure projects. The service may result in a report, including any recommendations, which is handed over to the partner.
Training	The service covers training in areas related to infrastructure, including, but not limited to; construction, infrastructure contract management, design and planning, feasibility studies and assessments, operations and maintenance and quality control. Trainings can be delivered in person or in a virtual format, by UNOPS personnel or by consultants.

*Procurement***II.B.05.b – Procurement services**

Service	Service description
Distribution and warehousing	Providing logistics and stock management services to ensure that outputs reach agreed destination.
Procurement with UN long term agreement (LTA)	Issuing purchase order against established UN LTA (from all UN entities including UNOPS).
Procurement without UN long term agreement (LTA)	Conducting the complete procurement process from planning to sourcing to contract issuance or, in rare instances, from preselected vendors.
Technical assistance	Implementing work on behalf of the partner in a distinct part of the public procurement process such as procurement planning (spend analysis, market research, category strategy development, sourcing plan or procurement and project planning), sourcing (requirement specifications or vendor long listing/short listing), solicitation (tendering, issuing formal and informal solicitations, evaluation or review and award) or contract management (contract drafting, negotiation, administration, monitoring, renewal or performance management).
Training	The service covers training in areas related to procurement, including, but not limited to; procurement planning, sourcing and contract management. Trainings can be delivered in person or in a virtual format, by UNOPS personnel or by consultants.

Project management

II.B.05.c – Project management services

Service	Service description
Establishment of PMO or PMT	Putting in place structures, resources, processes and tools to manage a PMO or PMT.
Operations of PMO or PMT	Running the daily operations of the PMO or PMT on behalf of the partner organisation.
Technical assistance	Implementing work on behalf of the partner in the areas of project/programme design, planning and implementation, including, but not limited to, management control, benefits management, financial management, stakeholder engagement, risk management, organizational governance and resource management.
Training	The service covers training in areas related to project management, including, but not limited to; Prince2 or other project management techniques, census and elections, education, gender, health, sanitation and hygiene, human rights. Trainings can be delivered in person or in a virtual format, by UNOPS personnel or by consultants.

Human resources

II.B.05.d – Human resources services

Service	Service description
HR contract management	Conducting HR processes for management of partner supervised personnel contracts. It may include one or more of the following: issuing/renewing contract(s), payroll management, making performance evaluation system available.
Recruitment	Conducting HR processes for identification and selection of partner supervised personnel. It may include one or more of the following: TOR creation, posting of vacancy(ies), conducting interviews and evaluations and identifying potential candidates.

Financial management

II.B.05.e – Financial management services

Service	Service description
Grants management	The service covers one or more of the following activities: issuing grant support agreement (GSA), monitoring, auditing and financial management of the grant(s).
Grantee selection	The service covers one or more of the following activities: solicitation, evaluation and/or recommendation of potential grantees

Shared services

II.B.05.f – Shared services

Service	Service description
Development of communication and outreach products	The service covers design, writing, recording, issuance, publishing or broadcast of web pages, brochures, broadcasts and other publications, including any follow-up or evaluation.
Provision of communication and outreach services	The service covers planning and execution of events, meetings and workshops, including any associated travel arrangements and follow-up or evaluation.
Travel management	Covers one or more of the following activities: contact with travel agency and traveller, flight or other transport reservations and bookings, management of DSA and security clearance, filing and follow-up, e.g. of mission reports.
ICT system operations	Running the daily operations of the ICT system on behalf of the partner organisation.

Service lines and outputs

49. The below tables provide an overview of the **UNOPS outputs** which were used as the basis for the results reporting in 2015. The specific outputs are grouped by service line.

*Infrastructure***II.B.06.a – Infrastructure outputs**

Group	Sub-group	Output	Output description
Buildings	Accommodation facilities	Camp	Facility intended for short term non-permanent use and may be comprised of tents, containers, rudimentary shelters. It usually contains accommodations, ablutions, administrative and sometimes security facilities.
		Emergency shelter	A collection of self-built shelters or simple planned facilities provided for emergency use.
		Housing	A room or a group of related rooms, designed for use as a dwelling. Normally counted singly but may be combined within a single larger building.
	Educational facilities	Gymnasium	A facility that supports physical exercise, indoor games and sporting facilities.
		Library	A facility that contains books, periodicals, and other learning materials and spaces to assist educational process.
		School (Primary/Secondary)	An institution for development of a child's education generally from 5yrs old to 16yrs old.
		Teacher training centre	A facility for the purpose of training teachers for specific educational subjects.
		Technology and science centre	Public or private institutions which serve to promote, educate and support research in the areas of technology and science.
		University facility	An institution of learning of the highest level, having a program of graduate studies together with several professional schools such as law, medicine, and engineering, and authorized to confer both undergraduate and graduate degrees.
		Vocational training centre	A facility for the purpose of training and preparing people for a specific technical trade or service industry.
	Health facilities	Health clinic	A health care facility that is primarily devoted to the care of "outpatients" and short term medical appointments. These may be more comprehensive in situations where hospitals are not available to support health.
		Hospital	An institution generally divided into multiple departments in which sick or injured persons are given significant medical or surgical treatment.
		Laboratory	A facility that provides controlled conditions in which scientific testing, research, experiments may be performed.
		Medical warehouse	A specialised building for storage of vaccines, medicines and other types of medical supplies.
		Specialist facility	A health care facility which is specialized in certain practices.
	Public realm facilities	Administrative office	A facility utilized by civil servants for the delivery of administrative support to government activity.
		Community centre	A building used by members of a community for social gatherings, educational activities, etc.
		Market	An open place or a covered building where buyers and sellers convene for the sale of goods.
		Museum	A facility that cares for collections and other objects of artistic, cultural, historical, or scientific importance and makes them available for public viewing.
		Park/garden	An area of land for the enjoyment of the public, having facilities for rest and recreation, often owned, set apart, and managed by a city, state, or nation.
		Sport stadium/sporting facility	A place or venue for (mostly) outdoor sports and consists of a field or stage either partly or completely surrounded by a tiered structure designed to allow spectators to stand or sit and view the event.
Square/plaza		An open urban public space.	
Sanitation centre		A public facility which contains sanitation units such as toilets, showers and laundry facilities.	

Buildings (cont.)	Rule of law facilities	Courthouse	A building in which rule of law is administered in one or more courtrooms. May contain prisoner facilities, offices.
		Custom/border control facility	A facility on the border between countries, states, provinces, or in the section of an airport, station, etc., where goods, vehicles and/or people passing through are monitored.
		Detention centre	A facility used to hold individuals in protective custody or prior to hearings.
		Justices support centre	Frequently a facility or complex which integrates a courtroom with living quarters normally in highly insecure locations.
		Police station	A facility from which police officers are dispatched and to which persons under arrest are brought. May contain staff accommodation and training facilities.
		Police training facility	A facility in which police can be trained in theoretical and/or practical subjects.
		Prison	A building for the confinement of persons held while awaiting trial, persons sentenced after conviction, staff and administration facilities.
	Storage/ industrial facilities	Agricultural centre	A centre specifically formed to organize, support, house or manage agricultural activities.
		Hangar	A closed building structure to hold large size industrial goods or transport related vehicles such as aircraft, buses or military vehicles.
		Industrial zone	An area zoned and planned for the purpose of industrial development.
		Logistics hub	A place utilized as a logistic centre, operational hub or cross dock/ transshipment building for goods.
		Materials/metrology laboratory	A facility that provides controlled conditions in which scientific and industrial measurement can be performed normally for material sciences.
		Munitions facility	A secure place, built as a room or building, for storing explosive materials, ammunition or weaponry.
		Warehouse	A building for storage and transshipping of goods/industrial products.
	UN buildings	Sustainable agricultural land	An agricultural land that provides efficient production of agricultural products, in a way that protects the natural environment, the social and economic conditions of local communities, and safeguards the welfare of all farmed species.
		Emergency bunker facility	A fortified facility to protect personnel in the event of severe unrest normally incorporating ballistic protection.
		Secured/ protected facility	A constructed facility which offers elements of security or protection which other constructed facilities do not offer.
	Energy	Power distribution facilities	UN office
LV Distribution network			Final stage in the delivery of electric power; it carries electricity from the transmission system to individual consumers.
Power generation facilities		Switching station	An electrical substation, with only one voltage level, whose only function is switching actions.
		Bulk fuel storage facility	Large scale storage tanks in tank farms that hold liquids, compressed gases for the short- or long-term storage of fuel.
		Diesel generator support structure	Structures intended to house or support medium to small scale diesel engines which produces electrical power for small areas or specific facilities.
		Hydro power plant	A large or small scale facility which produces electrical power through the use of the gravitational force of falling or flowing water.
		Renewable energy plant	A large or small scale facility which produces electrical power through the use of the renewable energy sources, e.g. wind, sunlight, biomass or wave.
Thermal Power Plant	A large scale facility which produces electrical power based on energy obtained from nuclear fission or the burning of fossil fuel in the form of oil, coal or gas.		

Energy (cont.)	Power transmission facilities	HV Power Line	High voltage electrical cables used to transmit electrical energy for long distances.
		Transformer/ substation	An electrical device that transfers electrical energy between two or more circuits through electromagnetic induction. Transformers increase or decrease the voltages of alternating current in electric power applications.
		Transmission tower	Tall structures, usually a steel lattice tower, used to support a high voltage overhead power lines.
ICT	Telecom services	Data centre	A facility where ICT infrastructure is located and/or managed.
		ICT system installation	Refers to an assemblage of communication devices or applications, including, but not limited to: radio, television, cellular phones, computer and network hardware and software or satellite systems. Including associated cabling. The number refers to an entire system, including any sub-components.
		Telecom/cell tower	Typically, tall structures designed to support antennas for telecommunications and broadcasting, including television.
Transport	Airports	Aviation intelligent system	Flight traffic control, information and lighting systems designed to provide increased safety for aircraft movement in the air and on the ground.
		Drainage system (airport)	Drainage channels or underground system that protects airports from surface water movement and transfers water from the surfaces used by aircraft or helicopters.
		Helipad	A sealed or unsealed surface laid on graded base material prepared for the take-off and landing of helicopters.
		Landing strip	A sealed or unsealed aircraft landing zone normally with basic capacity and minimal facilities.
		Runway	A sealed or unsealed surface laid on graded base material specifically prepared for the landing and take-off of aircraft.
		Taxiway and parking apron	A taxiway is a sealed or unsealed surface laid on graded base material to enable aircraft or helicopter movement from runways to parking aprons outside hangars, terminals and other facilities.
	Ports, harbours, inland waterways	Canal	An artificial waterway constructed to allow the passage of boats or ships inland or to convey water for irrigation.
		Cargo/commerc ial port	A large port where ships can dock and transfer commercial or containerised cargo, which has to be loaded and unloaded by significant mechanical equipment.
		Docking/quay facility	A structure, which does not qualify as a port, built on the land next to a river, lake, or ocean that is used as a place for boats to stop for loading and unloading freight and passengers.
		Fishery port	A fishing port is a smaller port or harbour for landing, processing and distributing fish. It may be a recreational facility, but it is usually small scale commercial.
		Landing beach	Modified beach facilities with improved safety for landing of small boats and fishing crafts.
		Lock/weir	A weir is a barrier across a body of water, such as a river or canal, designed to block its flow or alter its flow characteristics. A lock is the structure that enables ships/boats to bypass the weir.
		Naval/coast guard facility	A port or harbour from which a coast guard can base all or parts of its operations, usually centred around various forms of maritime security.
		Navigation system	A system, including physical structures, that provides support to ships to aid location knowledge, provide warnings of hazards and advisory signage.
		Passenger port	A large port where passenger ships can dock to enable passengers to board and depart from ships.
	Railways and bridges	Freight railroad	A set of rails on a sub base material, commonly in one or more pairs, the primary purpose of which is for locomotives and cars to transport freight.
		Passenger railroad	A set of rails on a sub base material, commonly in one or more pairs, the primary purpose of which is for locomotives and cars to transport passengers.
		Rail bridge	A structure which carries a railway over a river, road, or other obstacle.
		Rail tunnel	An enclosed passageway for a railway, which may be dug through the surrounding soil/earth/rock.
		Subway system	A system of passenger trains located below ground in a city.

Transport (cont.)	Roads and bridges	Carpark	A designated area that is intended for parking vehicles. It may be sealed or unsealed.
		Culvert/road drainage	Discharge channel that transfers water from one side of the road to the other normally connected to roadside drains removing water from the road surface.
		Footpath	A pedestrian walkway, usually paved, on the side of a road elevated above the road surface.
		Ford/causeway	A causeway is a road on raised base set above low-lying ground prone to flooding to ensure continuity of use. A ford is similar but below flood level so prone to flooding.
		Highway	A main road, a significant arterial connection, normally sealed and designed for higher speed and load capacity connecting towns and/or cities.
		Paved road, rural	A durable sealed surface laid over graded base material in a rural context for vehicular or foot traffic.
		Paved road, urban	A durable sealed surface laid over graded base material in an urban context for vehicular or foot traffic.
		Pedestrian bridge	A structure which carries pedestrian traffic over a river, road, or other obstacle.
		Pedestrian tunnel	An enclosed passageway for pedestrian traffic, which may be dug through the surrounding soil/earth/rock.
		Road bridge	A structure which carries vehicle traffic over a river, road, or other obstacle.
		Road safety barrier/structure	A protective barrier, speed bumps or similar that act as protective traffic control/ calming mechanisms.
		Road tunnel	An enclosed passageway for vehicle traffic, which may be dug through the surrounding soil/earth/rock.
		Signage structure	Structure supporting traffic signs, lights or similar those are advisory or specific traffic control mechanisms.
		Street lighting	An elevated source of light on the edge of, or suspended over a road or walkway.
		Unpaved road, rural	An unsealed surface laid over graded base material in a rural context for vehicular or foot traffic.
Unpaved road, urban	An unsealed surface laid over graded base material in an urban context for vehicular or foot traffic.		
Waste	Waste collection & separation facilities	Streaming/ sorting facility	A facility where streaming or sorting of different types of waste for recycling or disposal are managed.
		Waste collection system	A system for managing waste streams such as chemicals, oils, electrical goods, paints, paper etc. Associated planning to establish system includes to determine collection methods, capacity of systems, recycling methodologies.
	Waste disposal facilities	Incineration plant	A facility where waste is destroyed using high temperature furnaces. The heat from the combustion process may be used to generate electricity or provide large scale heating where feasible. Use waste to energy in this instance.
		Landfill site development	A site for the disposal of waste materials by burial which can also be used for waste management purposes, such as the temporary storage, consolidation and transfer, or processing of waste material (sorting, treatment, or recycling).
		Leachate and gas emission system	A set of plans, structures and/or process established for management or recycling/ cleansing of contaminated liquid or gas emissions that contain harmful substances that may enter the environment.
	Waste processing facilities	Composting facility	A facility to stockpile organic matter for decomposition and recycling into fertilizer and soil products.
		Recycling facility	A place where different types of sorted waste can be stockpiled and treated for partial or complete re-use.
Waste-to-energy facility		A waste management facility which combusts wastes to produce electricity.	

Water and Sanitation	Irrigation systems	Dam	An over ground, large scale water storage facility comprising a barrier that impounds water from natural catchment zones, rivers or streams.
		Ground water recharge	A structure and/or process established for management of water discharge into subsurface aquifer.
		Hafir (irrigation)	An underground reservoir designed for storing rain water carried by streams and used for irrigation systems.
		Head works	Apparatus for controlling the flow and direction of water to be diverted for irrigation purposes.
		Retention pond	A storm water management facility providing retention of water runoff for future use in irrigation or water supply.
		Sub-surface irrigation	A system which enables the sub-surface distribution of water to an area via buried pipework or subsoil diffusion.
		Surface irrigation	A system which enables the surface distribution of water to the land surfaces via channels or spray systems.
	Coastal protection systems	Breakwaters	A barrier built out into the sea, with the explicit purpose of breaking waves, to protect a coast or harbour from the force of waves.
		Coastal defensive works	Planned structures that provide defence against flooding, wave action, erosion issues.
	Flood control and drainage facilities	Detention pond	An excavated area to collect excess water and protect against flooding and, in some cases, downstream erosion by storing water for a limited period of a time.
		Levee/barrier	An embankment built to prevent the overflow of a body of water or contain its encroachment into other areas, e.g. a river.
		Pumping station	A facility including pumps and equipment for pumping utilized for flood control and drainage purpose.
		Riverbank stabilization system	Planned structures and/or processes established for stabilization of land alongside a body of water such as a river or canal particularly those affected by erosion.
	Flood control and drainage facilities (cont.)	Sub-surface drainage system (Flood Control and Drainage)	A system which provides removal of sub surface water from within an area or stops encroachment of water from adjacent areas.
		Surface drainage channel	A system which provides removal of surface water from within an area or stops encroachment of water from adjacent areas
		Traps/silt management	A set of structures, ponds and/or processes to filter or treat water runoff
	Waste water systems	Drainage system (waste water)	A system enabling the discharge of wastewater from built up areas to a treatment facility
		Latrine	A toilet or simple facility within a sanitation system. It can be a communal trench in the earth in a camp, a hole in the ground (pit), or similar non mechanical systems.
		Packaged WWT system	A self-contained smaller scale plant providing a process of treating waste, (e.g. from household sewage). It includes physical, chemical, and biological processes to produce environmentally safe treated waste.
		Waste water treatment plant	Facility to treat wastewater so that can be either returned to the water cycle with minimal environmental issues or reused.
	Water resources management systems	Aquifer management	A set of plans, structures and/or process established for management of an underground layer of water-bearing permeable rock or unconsolidated materials from which groundwater can be extracted using a well or bore.
Watershed management		Activities associated with definition of catchment zones, water management characteristics for water flowing to rivers, basins, or seas.	
Wetland/water park		A land that has a wet and spongy soil, such as a marsh, swamp, or bog used to slow water discharge rates, biologically cleanse water and provide natural habitat.	

Water and Sanitation (cont.)	Water sourcing systems	Borehole	A narrow hole which is drilled significantly deeper compared to a well, and later lined with pipes and supplied with a pumping mechanism, for the purpose of obtaining water from the earth
		Dam/head works (water sourcing)	A barrier that impounds natural surface water flow with associated control mechanisms for water sourcing purpose.
		Hafir (water sourcing)	An underground reservoir designed for storing rain water carried by streams.
		Rain catchment system	A system utilized for the accumulation and deposition of rainwater for reuse on-site, rather than allowing it to run off.
		Well	A wider hole dug, at times by hand, usually somewhere between 5 to 10 meters deep, for the purpose of obtaining water from the earth.
	Water treatment & distribution systems	Pumping station/head works	A facility including pumps and control equipment for water movement and distribution purposes.
		Water distribution pipe network	The secondary system of hydraulic pipework, usually smaller pipes, and control components which enables broad distribution of water to individual premises and facilities.
		Water storage/reservoir	A bulk storage structure or significant water retention facility for storing water for the purposes of later distribution.
		Water supply main network	The primary system of hydraulic pipework, usually bigger high pressure pipes, and control components which provide bulk water supply.
		Water treatment plant	A facility which filters and decontaminates water to an approved standard suitable for an end-use.
Technical assistance provided	Work days of technical assistance	Work days of technical assistance	Technical assistance is when UNOPS takes on an implementing or advisory role in one of its areas of expertise. “Work days of technical assistance” is used when the output produced by UNOPS consists mainly of the amount of time of service provided. A work day is composed of eight hours of work.
Trainings provided	Training days	Work days of training	“Training” is an event with the objective to sensitize, or make proficient, one or many individuals by instruction and/or practice in some art, profession, or work. The training contents may be developed by UNOPS or provided by a third party. The number of work days refers to the duration of the training event itself. A work day is composed of eight hours of work.

Procurement

II.B.06.b – Procurement outputs

Group	Sub-group	Output	Output description
Vehicles	Motorized land vehicles	Ambulances	Motor vehicles which are explicitly used for medical/health purposes (UNSPSC code 25101703)
		Armoured motor vehicles	Passenger type vehicle equipped with armor reinforced body and frame (UNSPSC code 25101510)
		Busses	A large communal road motor vehicle, having a long body, equipped with seats or benches for passengers, typically operated as part of a scheduled service (UNSPSC code 25101502)
		Cars/station wagons	Road vehicles, typically with four wheels, powered by an internal-combustion engine and able to carry a small number of people. At times purchased for individuals. Does not include vans, mini-vans, SUVs or Pickups. (UNSPSC codes 25101503-04)
		Light trucks/sport utility vehicles	Light trucks, sometimes referred to as pickup truck, is a light duty truck with an enclosed cab and an open cargo area with low sides and tailgate. A sport utility vehicle (SUV) is usually a high-performance four-wheel drive car built on a truck chassis. (UNSPSC code 25101507)
		Motorized cycles	Covers motorcycles, scooters and mopeds (UNSPSC codes 25101801-03)
		Police vehicles	Vehicle for the explicit use for police and law enforcement (UNSPSC code 25101702)
		Product and material transport vehicles	Covers dump trucks, tow trucks, delivery trucks, sludge or sewage handling trucks, water trucks, cargo trucks, concrete transport trucks, concrete pump trucks and load motovans (UNSPSC codes 25101601-14)

Vehicles (cont.)	Other vehicles	Rescue ships/boats	A water vehicle used in responsive operations that usually involve the saving of life or prevention of injury during an incident or dangerous situation. (UNSPSC code 25111603)
		Bicycles	A bicycle, often called a bike or cycle, is a human-powered, pedal-driven, single-track vehicle, having two wheels attached to a frame, one behind the other. (UNSPSC code 25161507)
Buildings and structures	Accommod ation/ Shelter	Prefabricated residential buildings and structures	Single family residential structures that were pre-constructed at one location and erected at another location. Covers houses, mobile homes, cabins, garages, gazebos and home kitchens (UNSPSC codes 95141601-06).
Machines or pieces of equipment	Agriculture	Agricultural and forestry and landscape machinery and equipment	Covers among others; ploughs, balers and weeders (UNSPSC codes 21101501-2404).
	Medical	Medical facility products	Covers among others; patient care beds or accessories for general use, wheelchairs and gurneys or scissor lifts (UNSPSC codes 42191501-606).
	Mine action	Mine action, peace and security equipment	Covers among others; weapons and explosives detectors, bomb protection devices and supplies (UNSPSC codes 46151605 and 46151608).
	Power generators	Diesel generators	A power generator is a device that converts different forms of energy to electrical energy for use in an external circuit. The source of energy for this generator is diesel fuel (UNSPSC code 26111601). The output covers also hybrid generators.
		Solar generators	A power generator is a device that converts different forms of energy to electrical energy for use in an external circuit. The source of energy for this generator is the sun (UNSPSC code 26111607).
	ICT equipment	Communications devices and accessories	Covers among others; mobile phones, fixed phones, satellite phones and two way radios (UNSPSC codes 43191501-634).
		Components for information technology or broadcasting or telecommunications	Covers among others; motherboards, hard disk drives, multimedia storage holders (UNSPSC codes 43201401-2222).
		Computer equipment and accessories	Covers among others; notebook computers, desktop computers and computer services (UNSPSC codes 43211501-2201).
		Software	Covers among others; office suite software, enterprise system management software and project management software (UNSPSC codes 43231501-3701).
	Office	Office machines and their supplies and accessories	Covers among others; photocopiers, dry erase boards or accessories and adding machines (UNSPSC codes 44101500-601).
	Water, weather and geological	Seismological instruments	Equipment procured associated with the science or study of earthquakes and their phenomena (UNSPSC codes 41114102-08).
		Water and wastewater treatment supply and disposal items	Covers among others; collection tanks, septic tanks and carbon filtration equipment (UNSPSC codes 47101501-615).
	Other	Consumer electronics	Covers among others; televisions, radios and loudspeakers (UNSPSC codes 52161502-611).
		Non-medical measuring and observing and testing equipment	Measuring, observing and testing equipment for non-medical purposes (UNSPSC codes 41110000 - 41116502 [excluding codes 41115800-68 for medical measuring]).

Supplies	Medical	Emergency and field medical service kits	Covers among others; first aid-, response- and search and rescue kits (UNSPSC codes 42172001-18).
		Injection and aspiration needles and accessories	Covers among others; syringes, hypodermic needles and needle protectors. Count is for individual items, not packs of items (UNSPSC codes 42142601-20).
		Medical measuring and observing and testing equipment – diagnostics kits	Medical measuring, observing and testing equipment or other diagnostic kit used in the diagnosis of patients (UNSPSC codes 41115800-68).
		Condoms	A barrier-type contraceptive that may be used during sexual intercourse to reduce the probability of pregnancy and spreading sexually transmitted infections. The count is for individual condoms (UNSPSC code 53131622).
		Mosquito nets	Fine mesh of cotton, polyester or nylon which can exclude insects such as mosquitos and flies without greatly reducing visibility or air flow. The mesh may be treated with insecticide of some form. The count is for individual nets (UNSPSC code 49121508).
		Propane	Propane is a three-carbon alkane with the molecular formula C ₃ H ₈ , a gas at standard temperature and pressure which is generally stored in pressurized tanks and used for the fridges in which the vaccines are stored (UNSPSC code 15111501).
		Medical supplies, others	All other types of medical supplies which are not covered in rest of the list.
	Construction materials	Non edible plant and forestry products	Non edible plant and forestry products including plywood, bamboo, cork, timber and wood (UNSPSC code 11120000 - 11122007).
		Cement and lime	Cement and/or lime products including lean lime, hydrated lime, hydraulic lime, chlorinated lime (UNSPSC code 30111600 - 30111607).
		Roofing materials	Roofing materials including wooden roof tiles, metal roof tiles, concrete roofing tiles, slate roofing, roofing membranes, roofing fabrics, roof valleys and roll roofing (UNSPSC code 30151500 - 30151515).
		Construction material supplies, others	All other types of construction material supplies which are not covered in rest of the list.
	Food/nutrition	Food and beverage products	This segment includes human food and beverages as well as condiments, colourings, flavourings and preservatives used in the preparation of food or beverages. This segment also includes plant extracts, mineral supplements and vitamins for human consumption. (UNSPSC code 50000000 - 50501804).
	Education items	Developmental and professional teaching aids and materials and accessories and supplies	Covers among others; middle school math kits, history charts or posters and dissection kits or supplies (UNSPSC codes 60101001 – 60121253).
	Fuel for vehicles or machinery	Diesel Fuel	Any liquid fuel used in diesel engines (UNSPSC code 15101505).
Drugs	Vials/tablets/capsules of drugs	Amebicides, trichomonacides and antiprotozoals	Drugs which are used to treat amebic and trichonomal infections and antimalarial agents used to treat malaria infections (UNSPSC codes 51101602-3003).
		Antibacterial drugs	Antiviral drugs are a class of medication used specifically for treating bacterial infections, e.g. tuberculosis (UNSPSC codes 51281501-5103).
		Antiviral drugs	Antiviral drugs are a class of medication used specifically for treating viral infections, e.g. HIV (UNSPSC codes 51341501-3807).
		Vials/tablets/capsules; other	All other types of Vials/Tablets/Capsules which are not covered in rest of the list.

Other items / contracts	Security, law enforcement, government items	Uniforms	A type of clothing worn by members of an organization while participating in that organization's activity (UNSPSC codes 53102702-03,06,15-16).
	Emergency relief items	Prefabricated emergency relief buildings and structures	Structures providing shelter that were pre-constructed at one location and erected at another location. Covers shelters, tents, halls and container units (UNSPSC codes 95141801-03).
		Emergency relief items procured; others	All other types of emergency relief items which are not covered in rest of the list.
	Contracts	Service Contract	Agreement whereby a contractor provides time, effort, and/or expertise instead of a tangible product (goods) or works.
Technical assistance provided	Work days of technical assistance	Work days of technical assistance	Technical assistance is when UNOPS takes on an implementing or advisory role in one of its areas of expertise. "Work days of technical assistance" is used when the output produced by UNOPS consists mainly of the amount of time of service provided. A work day is composed of eight hours of work.
Trainings provided	Training days	Work days of training	"Training" is an event with the objective to sensitize, or make proficient, one or many individuals by instruction and/or practice in some art, profession, or work. The training contents may be developed by UNOPS or provided by a third party. The number of work days refers to the duration of the training event itself.

Project management

II.B.06.c – Project management outputs

Group	Sub-group	Output	Output description
Assessments and surveys	Assessments and surveys	Assessment	An assessment is the act of judging or deciding the amount value or importance of something, or the judgement of a decision that is made. The output covers, but is not limited to, assessment of needs or institutional capacity, not covered by infrastructure or procurement. An assessment may often result in a report, including any recommendations, which is handed over to the partner.
		Surveys	A survey is a method for sampling, or partial collection, of facts, figures, or opinions taken and used to approximate or indicate what a complete collection and analysis might reveal. Survey results are frequently analysed and summarized in a report format.
Plans and strategies	Plans and strategies	Strategies or plans	A document which outlines a direction or defined actions to achieve a desired goal or result. The document may contain articulations of values, goals, short-, medium or long-term objectives, performance indicators, stakeholders and time lines. The number refers to the actual strategy or plan, irrespective of number of printed copies.
Portfolio, programme or project management offices (PMO) or Project Management Teams (PMT)	Portfolio, programme or project management office (PMO)	PMO	A PMO is an organisation which can provide strategic planning, delivery support and centre of excellence functions and services.
	Project Management Team (PMT)	PMT	A team that provides project implementation on behalf of a partner organisation

Technical assistance provided	Work days of technical assistance	Work days of technical assistance	Technical assistance is when UNOPS takes on an implementing or advisory role in one of its areas of expertise. "Work days of technical assistance" is used when the output produced by UNOPS consists mainly of the amount of time of service provided. A work day is composed of eight hours of work.
Trainings provided	Training days	Work days of training	"Training" is an event with the objective to sensitize, or make proficient, one or many individuals by instruction and/or practice in some art, profession, or work. The training contents may be developed by UNOPS or provided by a third party. The number of work days refers to the duration of the training event itself. A work day is composed of eight hours of work.

Human resources

II.B.06.d – Human resources outputs

Group	Sub-group	Output	Output description
Human resources (HR) contracts	HR contracts	HR contracts	Refers to the legal agreement between an organisation and an individual who will perform work outlined in a TOR for a defined remuneration. In many cases this is an ICA contract and in some cases a staff contract.

Financial management

II.B.06.e – Financial management outputs

Group	Sub-group	Output	Output description
Grants	Grants	Grants	Grants are non-repayable funds or products disbursed by one party (grant makers), to a recipient such as a non-profit entity, educational institution, business or an individual. In order to receive a grant, some form of "Grant Writing" often referred to as either a proposal or an application is required.

Shared services

II.B.06.f – Shared services outputs

Group	Sub-group	Output	Output description
Communications and outreach items	Communications and outreach items	Communication and outreach products	Products which serves to promote or communicate purpose or other information of a project, programme, sector or organisation. Example products are broadcasts, web pages, brochures and other publications.
		Communication and outreach services	Services which serves to promote or communicate purpose or other information of a project, programme, sector or organisation. Example services are events, meetings and workshops.
Missions organised	Missions organised	Missions	Assisting partners with travel arrangements, including transport and any associated lodging and security arrangements. The number refers to the number of missions and not number of flights or travellers.
ICT Systems support	ICT Systems support	ICT systems supported	Refers to an assemblage of communication devices or applications, including, but not limited to: radio, television, cellular phones, computer and network hardware and software or satellite systems. The number refers to an entire system, including any sub-components.