

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

**Annex I – Why we are**

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## I. Why we are – the UNOPS purpose

### A. People and UNOPS in context

1. This annex provides an assessment of the UNOPS biennial presence and activities in the context of some of the major challenges, opportunities and risks<sup>1</sup> faced by people and countries by the end of 2015, as well as the main international agreements which informed the development of the UNOPS strategic plan, and have shaped the 2030 Agenda.

#### *Sustainable development - opportunities and risks*

2. In 2012, the Rio+20 Conference on Sustainable Development set the stage for the post-2015 Development Agenda and reemphasised the interlinkages between economic, social and environmental sustainable development. It stressed the imperative of national ownership and capacity, and the inherent need to integrate the three dimensions of sustainability when building the world's post-2015 Agenda.<sup>2</sup> This was reiterated in the Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, which further emphasized the need for a new global partnership to eradicate poverty and transform economies through sustainable development.<sup>3</sup>

*“We agreed on the need for a renewed Global Partnership that enables a transformative, people-centred and planet-sensitive development agenda which is realised through the equal partnership of all stakeholders. Such partnership should be based on the principles of equity, sustainability, solidarity, respect for humanity, and shared responsibilities in accordance with respective capabilities.”<sup>4</sup>*

3. On 1 January 2016, the 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals, the goals, came into force. The goals, which universally apply to all, were adopted by the 193 Member States of the United Nations in September 2015. Member States, inter alia, agreed to over the next fifteen years mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.<sup>5</sup>

4. The goals are mutually reinforcing and inclusive. They emphasize the importance for national ownership and encourage governments to establish national frameworks for their achievement, supported by the United Nations.<sup>6</sup> The 17 goals are supplemented by 169 targets against which Member States will assess their achievement of progress. Consequently, Member States have the primary responsibility for reviewing the implementation progress and the United Nation's primary role is to support the implementation efforts.<sup>7</sup>

5. In an increasingly globalized and interdependent world there are many aspect and perspectives to consider when summarizing the complex challenges and risks faced by its people and countries.<sup>8</sup> The goals frame a broad and comprehensive agenda, and the attempt to provide an adequate summary of the underlying challenges, opportunities and risks, is in itself a daunting endeavour. The following pages provide a summary using generally recognized perspectives, and the magnitude of the UNOPS activity is used as a basis for illustrating the organization's presence in different country contexts.<sup>9</sup>

<sup>1</sup> In principle a recognized risk can, if mitigated, be seen as an opportunity to increase the likelihood of achieving the objective to which it pertain.

<sup>2</sup> A/RES/66/288 – *The Future We Want*

<sup>3</sup> In developing its strategic plan for 2014-2017, UNOPS emphasised these anticipated key aspects of the post-2015 Agenda.

<sup>4</sup> Bali Communiqué of the High-Level Panel. March 28, 2013

<sup>5</sup> A/RES/70/1 - *Transforming our world: the 2030 Agenda for Sustainable Development*

<sup>6</sup> Ibid.

<sup>7</sup> “Consensus Reached on New Sustainable Development Agenda to be adopted by World Leaders in September”, United Nations, 2 August 2015.

<sup>8</sup> Countries refer to United Nations Member States and other territories.

<sup>9</sup> The data presented in this annex is based on open and publically available sources which in many cases have been derived based on other public sources. For the purpose of the midterm review the secondary data sources have been assessed to be reliable based on the perceived credibility of the institution hosting the data. However it has not been feasible to complete a

*The most vulnerable people and countries*

*National income and human development*

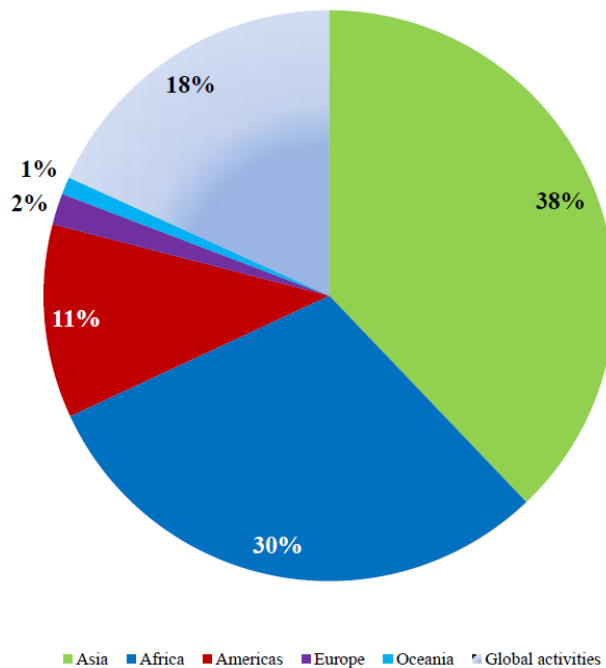
6. By the end of 2015, 7.3 billion people lived across more than 200 countries and territories where the economic and human development varied considerably. For example the Gross National Income (GNI) per capita ranged from USD 127 in Somalia to almost USD 120.000 in Lichtenstein; the mean years of schooling ranged from around 1.5 years in Burkina Faso to more than 13 years in Germany; and life expectancy ranged from around 50 years in the Central African Republic to more than 83 years in Japan.

7. By the end of 2015, 7.3 billion people live in more than 200 countries and territories in different stages of economic and human development. UNOPS had significant global reach with activities in 130 countries, totalling \$2.6 billion of delivery over the biennium.

**I.A.01.a – UNOPS country and global activities over the biennium**

**UNOPS in 130 countries in five regions**

(2.6 billion biennial delivery: 82% geographical and 18% global)

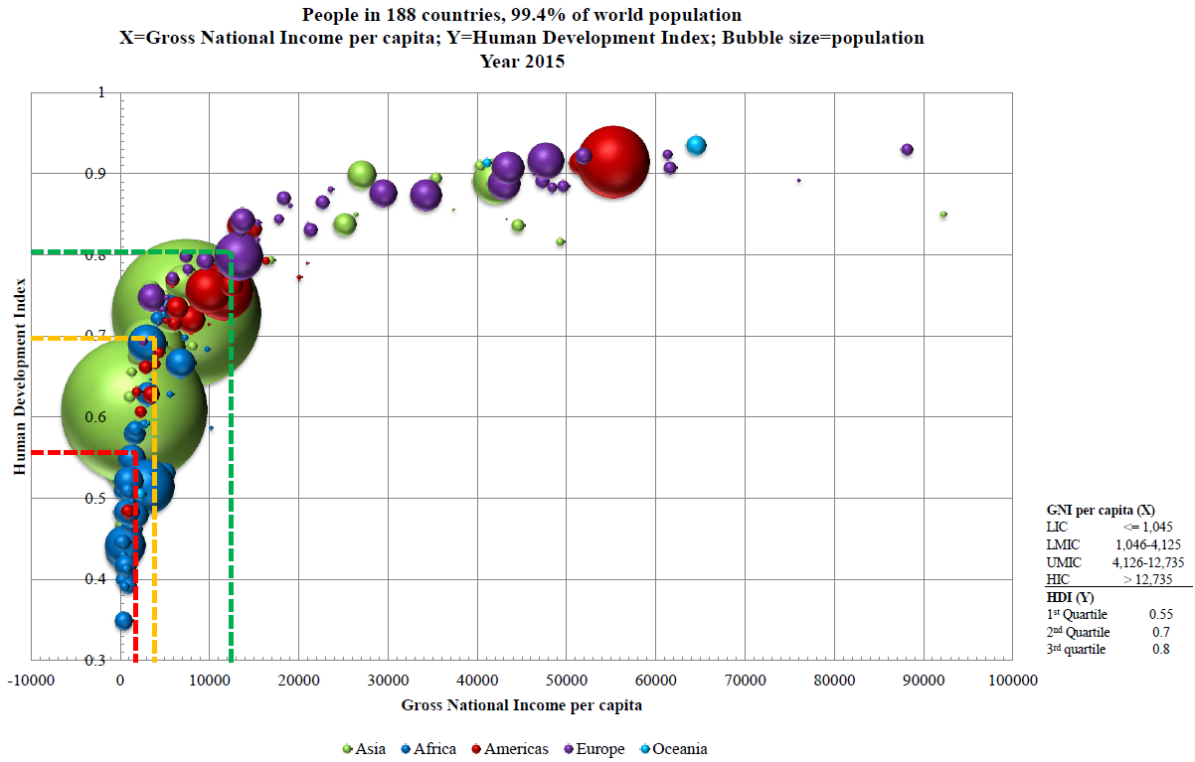


**I.A.01.b – UNOPS country and global activities over the biennium – table**

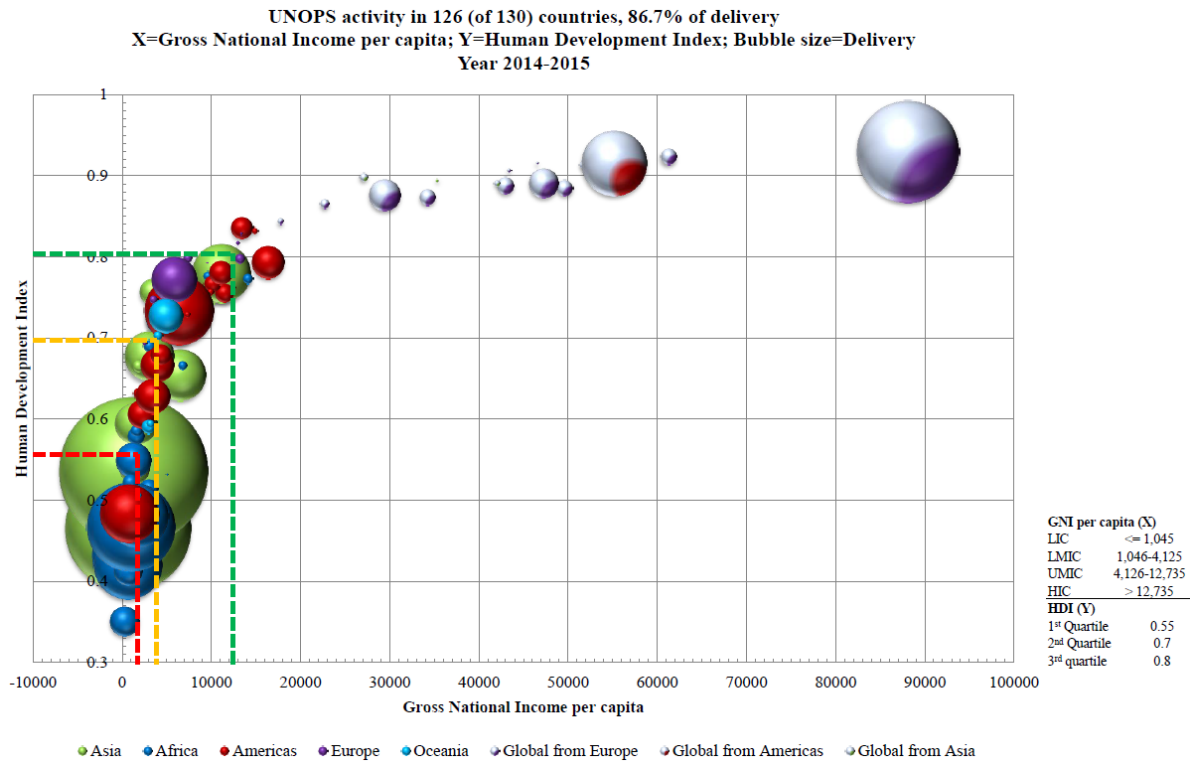
	Del > 50 Mn		Del > 10 Mn		Del > 1 Mn		Del < 1 Mn		Mult. Countries Del 14-15	Total	
	Countries	Del 14-15	Countries	Del 14-15	Countries	Del 14-15	Countries	Del 14-15		Countries	Del 14-15
Asia	3	27.2%	9	9.5%	9	1.0%	6	0.1%	0.0%	27	37.9%
Africa	6	22.4%	8	4.8%	21	2.8%	10	0.2%	0.0%	45	30.2%
Americas	2	5.3%	6	3.9%	7	1.5%	10	0.2%	0.0%	25	11.0%
Europe	0	0.0%	1	1.3%	4	0.4%	8	0.0%	0.0%	13	1.8%
Oceania	0	0.0%	1	0.8%	3	0.2%	1	0.0%	0.0%	5	1.0%
Global activities	2	9.7%	2	1.2%	6	0.7%	5	0.0%	6.5%	15	18.2%
<b>Total</b>	<b>13</b>	<b>64.7%</b>	<b>27</b>	<b>21.5%</b>	<b>50</b>	<b>6.7%</b>	<b>40</b>	<b>0.6%</b>	<b>6.5%</b>	<b>130</b>	<b>100.0%</b>

detailed fact check of all aspects of the data. Thus, the analysis presented shall not be understood as an attempt to provide an authoritative opinion of the state of the world, but merely as an attempt to contextualize the review.

I.A.02.a – People in the world, GNI and HDI

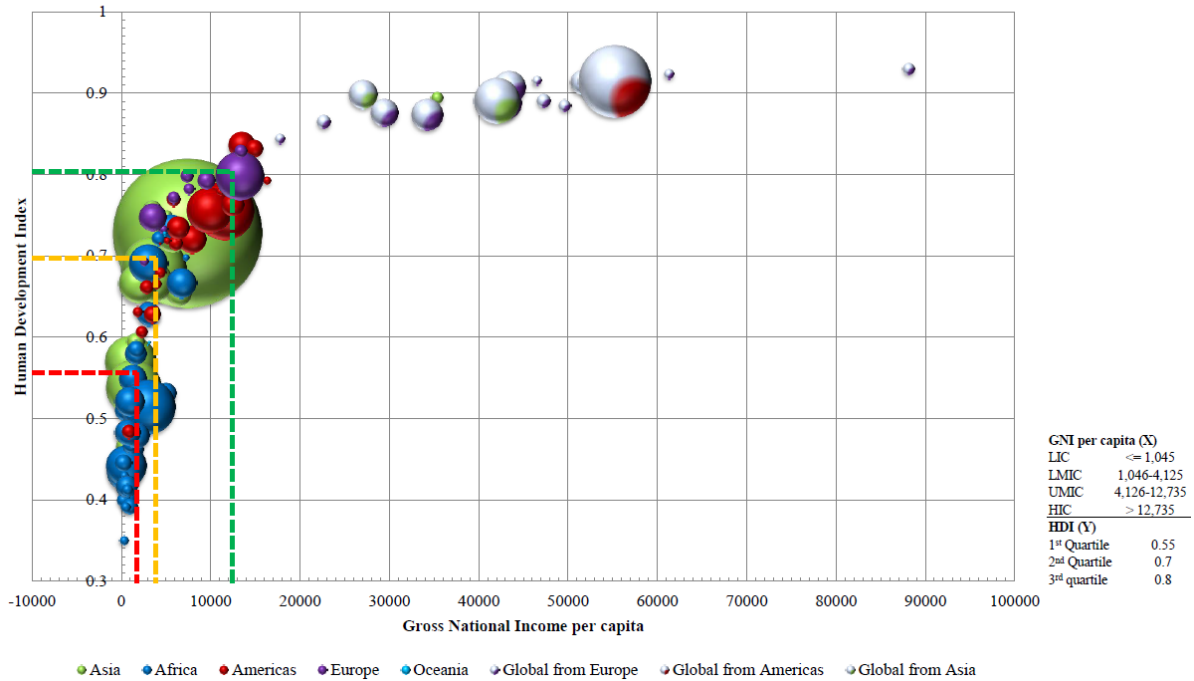


I.A.02.b – UNOPS in the world, GNI and HDI



**I.A.02.c – People in the world where UNOPS was active, GNI and HDI**

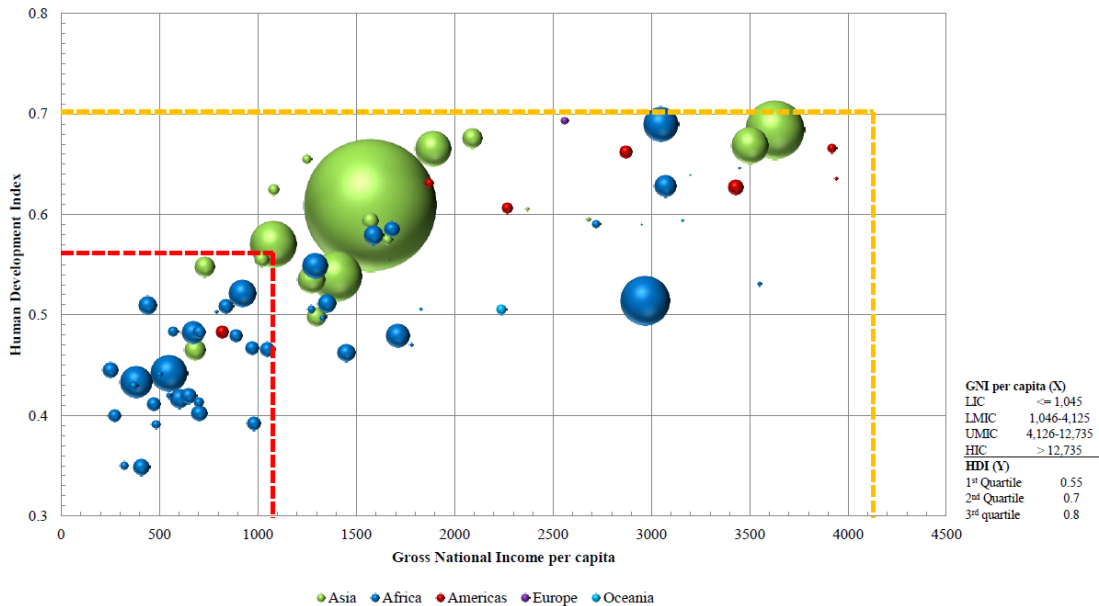
People in 126 (of 130) countries, 74.6% of world population  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=population  
 Year 2015



8. The combination of GNI per capita and the Human Development Index (HDI)<sup>10</sup> illustrate that 3.5 billion people, 47 per cent of world population, live in 74 countries, which are low and lower-middle income and also below the second quartile of the HDI. UNOPS had activities in 64 of these countries, 64 per cent of delivery.

**I.A.03.a – People in countries – lowest GNI and HDI**

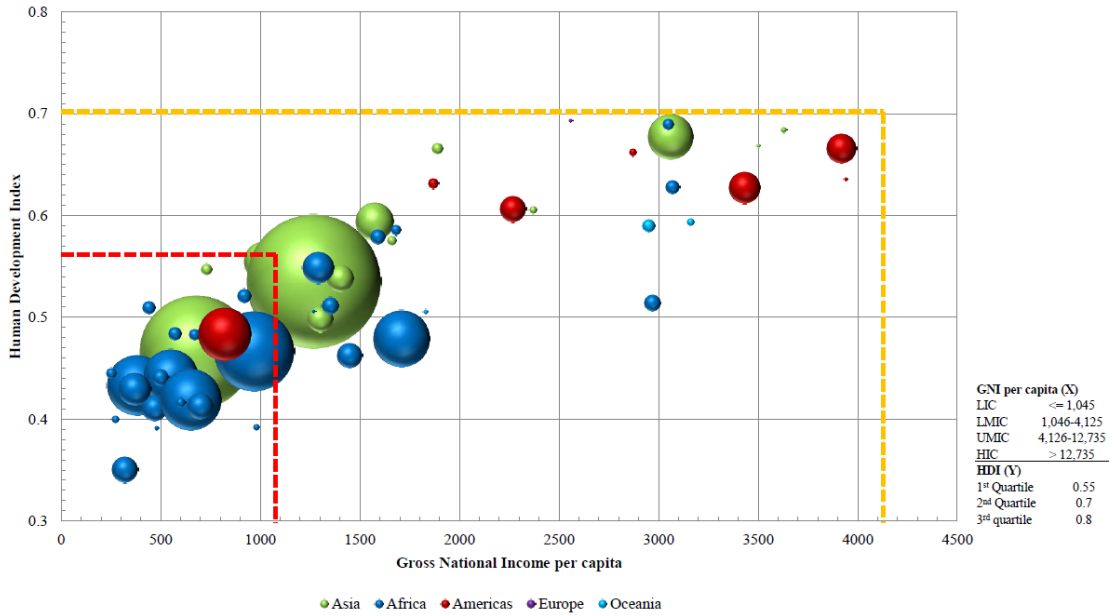
People in 74 countries, 47.0% of world population (LIC/LMIC and < HDI 2nd Q)  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=population  
 Year 2015



<sup>10</sup> Human Development Index UNDP 2014; Gross National Income per capita, The World Bank 2014. In relation to HDI and GNI, it should be noted that the composite HDI includes GNI. Thus, some correlation of the two indices should be expected. Notwithstanding, combining the two provides a useful illustration of how life expectancy and education relates to economic development.

**I.A.03.b – UNOPS in countries – lowest GNI and HDI**

UNOPS activity in 60 (of 64) countries, 64% of delivery (LIC/LMIC and < HDI 2nd Q)  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=Delivery  
 Year 2014-2015

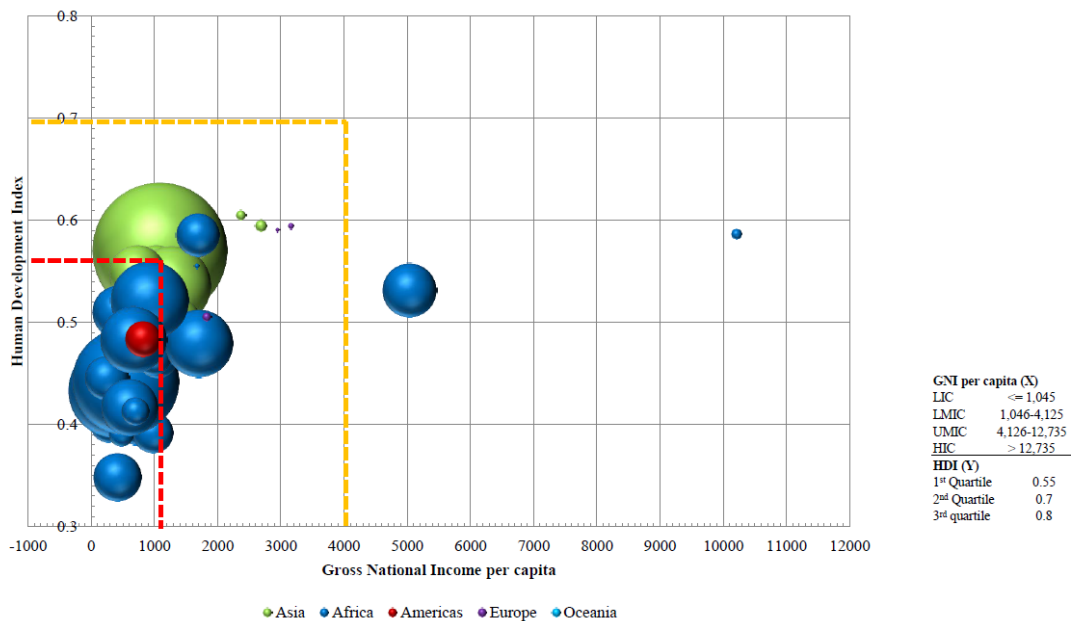


*Least Developed Countries*

9. 48 of these countries have, due to the structural impediments to sustainable development they face, been designated as Least Developed Countries (LDCs).<sup>11</sup> By 2015, 954 million people, 13 per cent, live in these countries. 75 per cent lived on less than USD 2 a day.<sup>12</sup> UNOPS had activities in 42 LDCs, 56 per cent of delivery.

**I.A.04.a – People in countries – LDCs, GNI and HDI**

LDCs - People in 46 (of 48) countries, 13% of world population  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=population  
 Year 2015

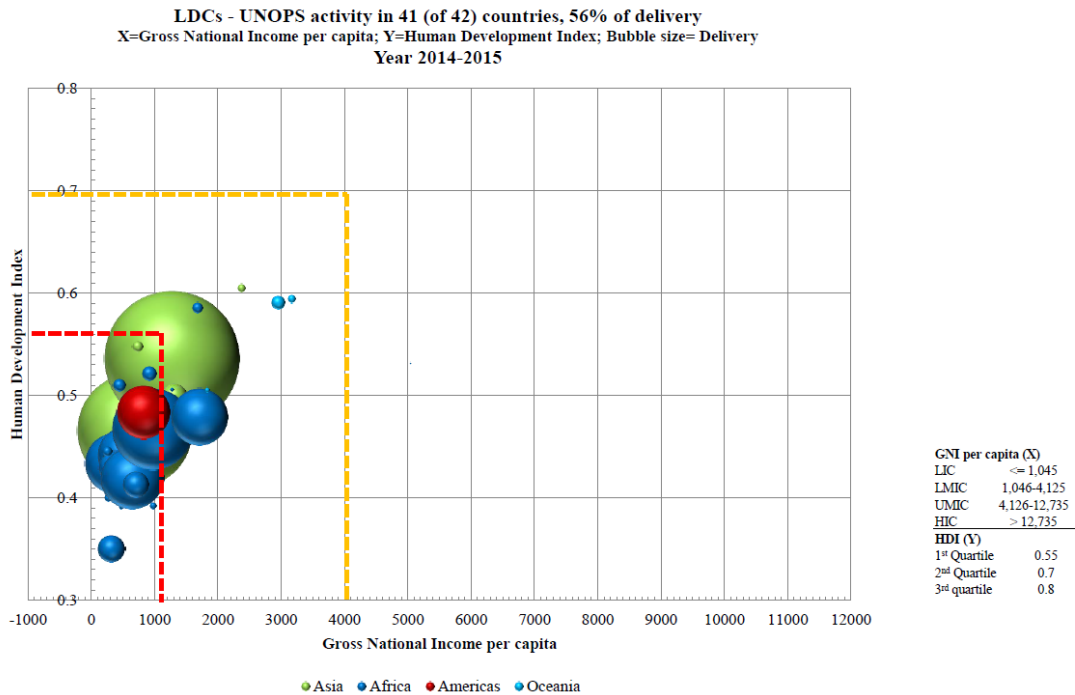


<sup>11</sup> World Economic Situation and Prospect 2016, United Nations 2016

<sup>12</sup> Report of the Fourth United Nations Conference on the Least Developed Countries, United Nations 2011



I.A.04.b – UNOPS in countries – LDCs, GNI and HDI



10. In 2011, the fourth United Nations Conference on Least Developed Countries convened in Istanbul for the purpose of assessing the results of the 10-year action plan for the Least Developed Countries adopted at the Third United Nations Conference on LDCs in Brussels in 2001. Pursuant to the ten-year Istanbul Programme of Action was adopted. It laid out the vision and strategy for the sustainable development of LDCs, with a strong focus on developing their productive capacities, supported by donors, partners, the United Nations system and financial institutions.<sup>13</sup> UNOPS will follow closely the outcomes of the ongoing strategic midterm review.<sup>14</sup>

*Landlocked Developing Countries*

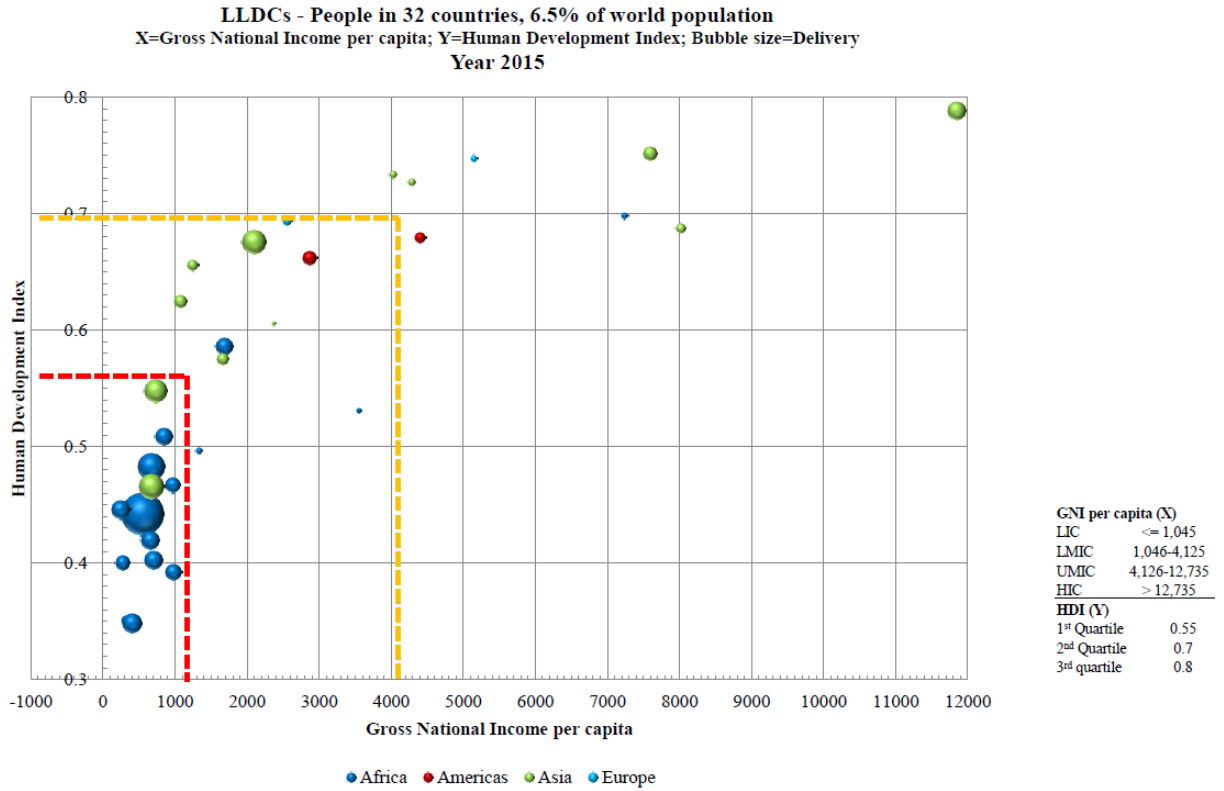
11. 478 million people, 6.5 per cent, live in 32 Landlocked Developing Countries (LLDCs) which generally are among the poorest of the developing countries, with the weakest growth rates. Due to their geographical situation their dependence on a limited number of export commodities is high; they are isolated from world markets which impose severe constraints on the overall socio-economic development of these countries which further reflect the direct and indirect impact of geographical situation on key-economic variables.<sup>16</sup> 16 LLDCs are also LDCs<sup>15</sup> International strategies for these countries are laid out in the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024. UNOPS had activities in 19 LLDCs, 23 per cent of delivery.

<sup>13</sup> Ibid

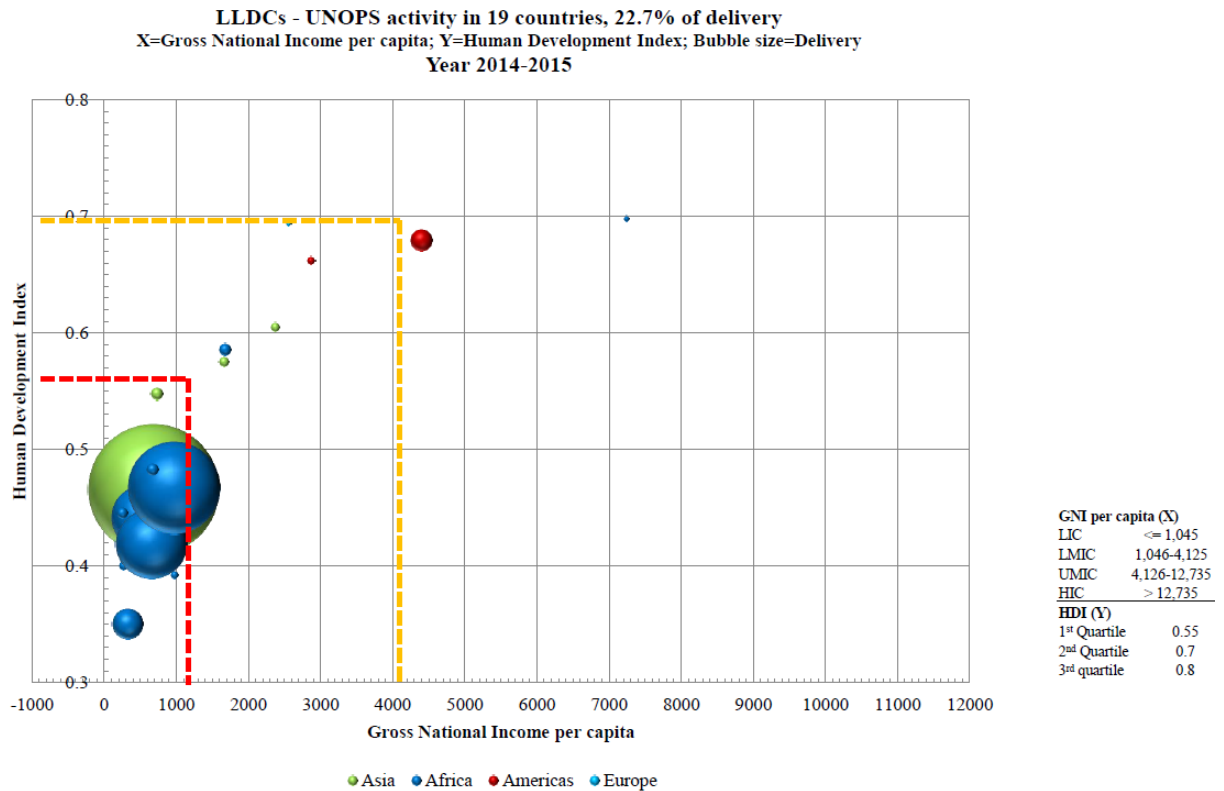
<sup>14</sup> A/RES/69/231 - Follow-up to the Fourth United Nations Conference on the Least Developed Countries, 19 December 2014

<sup>15</sup> UN-OHRILLS 2016

I.A.05.a – People in countries – LLDCs, GNI and HDI



I.A.05.b – UNOPS in countries – LLDCs, GNI and HDI

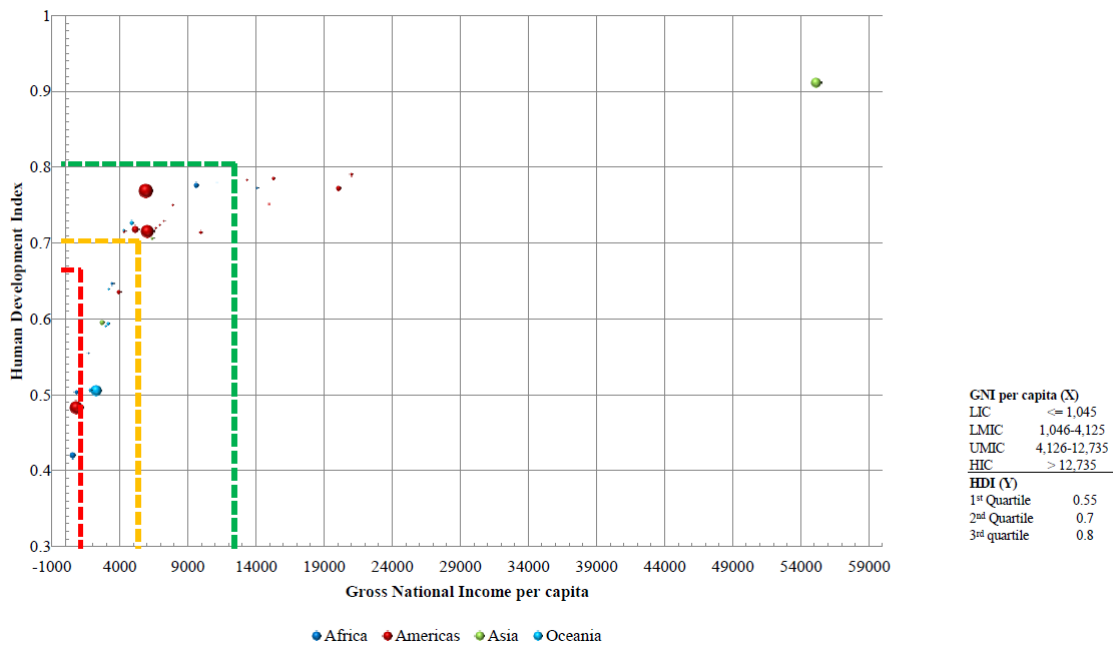


*Small-Island Developing States*

12. The SIDS Accelerated Modality of Action (SAMOA) Pathway provides strategies for 57 Small-Island Developing States (SIDS). In addition to facing some of the same structural impediments to sustainable development as the LDCs, the SIDS are particularly vulnerable to threats and shocks emanating from climate change. 69 million people, almost 1 per cent, live in the 57 Small-Island Developing States. UNOPS had activity in 19 SIDS, 5 per cent of delivery.

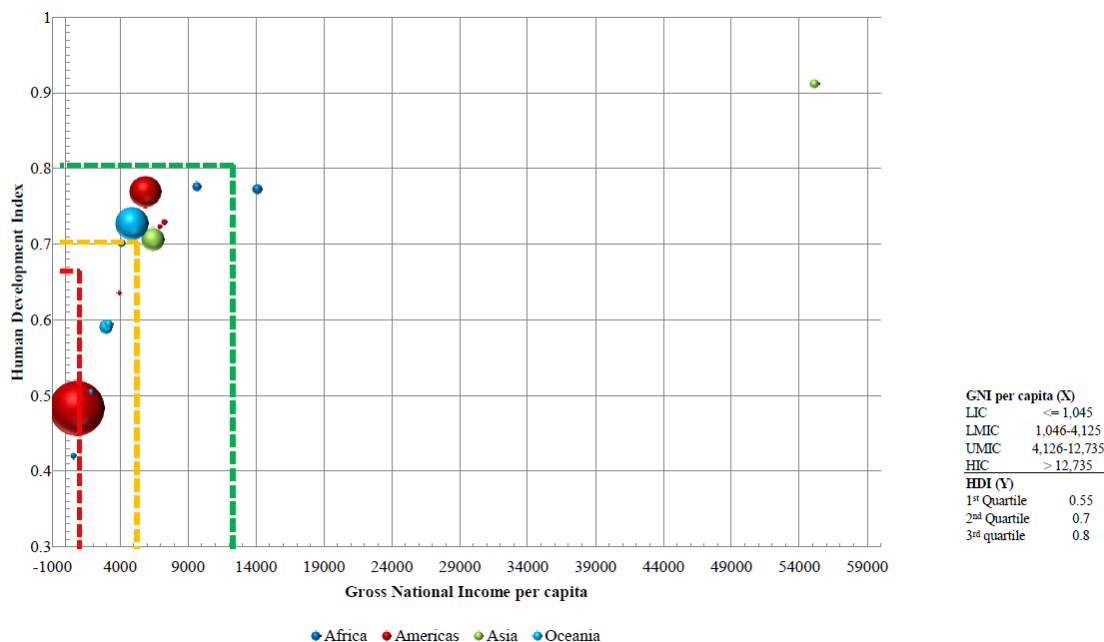
**I.A.06.a – People in countries – SIDSs, GNI and HDI**

**SIDSs - People in 34 (of 57) countries, 0.9% of world population**  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=population  
 Year 2015



**I.A.06.b – UNOPS in countries – SIDSs, GNI and HDI**

**SIDSs - UNOPS activity in 19 countries, 4.7% of delivery**  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=Delivery  
 Year 2014-2015



### Poverty

13. Already by 2010, the world attained the Millennium Development Goal target to cut the 1990 poverty rate in half. According to the most recent estimates, in 2012, 896 million people, 12.7 per cent of the world population lived at or below USD 1.90 a day.<sup>16</sup> Just over 77.8 per cent of the extremely poor lived in South Asia, 309 million, and Sub-Saharan Africa, 388.7 million, and 147 million lived in East Asia and Pacific. Less than 44 million lived in Latin America and the Caribbean, and Eastern Europe and Central Asia combined. In 2015, the World Bank projected for the first time that the number of people living in extreme poverty was expected to have fallen below ten per cent. At the same time the World Bank estimates that 73 per cent of the world's poor live in middle income countries.

### Gender

14. Although reaching the Millennium Development Goal target to cut the 1990 poverty rate in half already in 2010, achieving gender equality in most development areas is still lagging behind.<sup>17</sup> The gender gap in employment perseveres, with a 24.8 percentage point difference between men and women in the employment-to-population ratio in 2012. The gap is most acute in Northern Africa, Southern Asia and Western Asia.<sup>18</sup> However, the maternal mortality ratio has declined by 47 per cent over the past two decades. Notwithstanding, an estimated 140 million women who wanted to stop or delay childbearing did not have access to family planning in 2013.<sup>19</sup>

15. The importance of gender equality was recognized in the 1995 Beijing Declaration and Platform for Action, which was adopted and subsequently endorsed by the United Nations General Assembly in 1996.<sup>20</sup> This is reiterated in the 2030 Sustainable Development Agenda, calling for support from the international community in empowering women and girls worldwide.

*The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities. [...] We will work for a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels. [...] The systematic mainstreaming of a gender perspective in the implementation of the Agenda is crucial.*<sup>21</sup>

### Urbanization

16. Today the majority of world population live in urban areas.<sup>22</sup> Between 1990 and 2011, the urban population increased by 60 per cent, 1.3 billion, representing an increase of 105 per cent in Africa, 85 per cent in Asia, and a total of 120 per cent in low income countries.<sup>23</sup> By 2050, urban areas are projected to absorb the entire world population growth, with approximately 90 per cent concentrated in Asia and Africa over the next 15 years.<sup>24</sup>

17. The increase in urban population has led to a shift in poverty rates from rural to urban areas, particularly in low and middle income countries. 900 million urban residents now live in slums, compared to 650 million in 1990, with limited or no access to water, sanitation, shelter, food, and basic services and goods. By 2030, it is estimated that around 2 billion people will be living in slums.<sup>25</sup>

<sup>16</sup> The World Bank 2015. It should be noted that as of October 2015, the new global poverty line was updated from \$1.25 to \$1.90 as a reflection of living costs worldwide, using 2011 prices.

<sup>17</sup> UN Women 2015

<sup>18</sup> The Millennium Development Goals Report 2013, page 8

<sup>19</sup> The Millennium Development Goals Report Gender Chart 2012, page 4

<sup>20</sup> Beijing Declaration and Platform for Action, The United Nations 1996

<sup>21</sup> *Transforming Our World – The 2030 Agenda for Sustainable Development*, United Nations 2015, paragraph 20

<sup>22</sup> *World Urbanization Prospects*, UNDESA 2014

<sup>23</sup> *Urban Population (% of total)* The World Bank Data 2015

<sup>24</sup> *Report of the fourth United Nations Conference on the Least Developed Countries*, United Nations 2011

<sup>25</sup> *World Urbanization Prospects*, UNDESA 2014

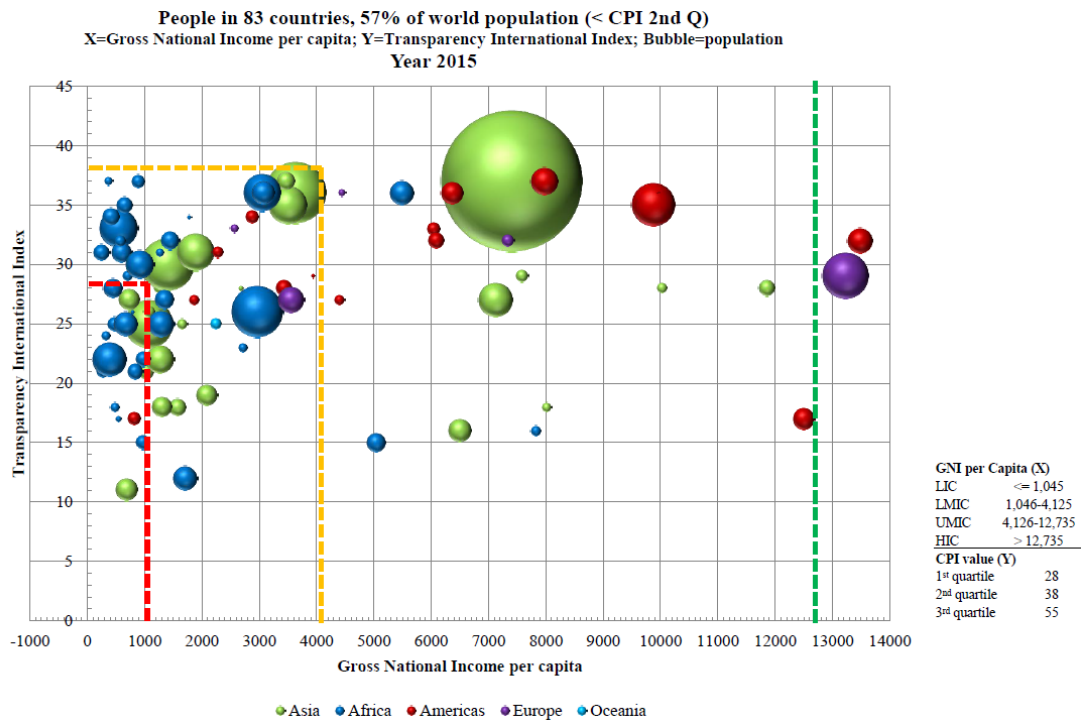
18. The rapid urbanization poses new challenges for many developing countries. The Rio+20 outcome document recognized the importance sustainable urbanization and the support it needs in terms of providing basic services, including water and sanitation, energy, transportation and infrastructure.<sup>26</sup>

*“In the absence of effective urban planning, the consequences of the rapid urbanization will be dramatic. In many places around the world, the effects can already be felt: lack of proper housing and growth of slums, inadequate and out-dated infrastructure – be it roads, public transport, water, sanitation, or electricity – escalating poverty and unemployment, safety and crime problems, pollution and health issues, as well as poorly managed natural or man-made disasters and other catastrophes due to the effects of climate change”.*<sup>27</sup>

*Transparency*

19. An enabling environment with transparent and accountable institutions will be essential for Member States achieving the goals. By 2015, 57 per cent of world population lived in the 83 countries which, according to the Transparency International Index, are facing the biggest challenges with regard to transparency. In 2014-2015, UNOPS had activities in 68 of these countries, representing 63 per cent of delivery.<sup>28</sup>

**I.A.07.a – People in countries – GNI and transparency**

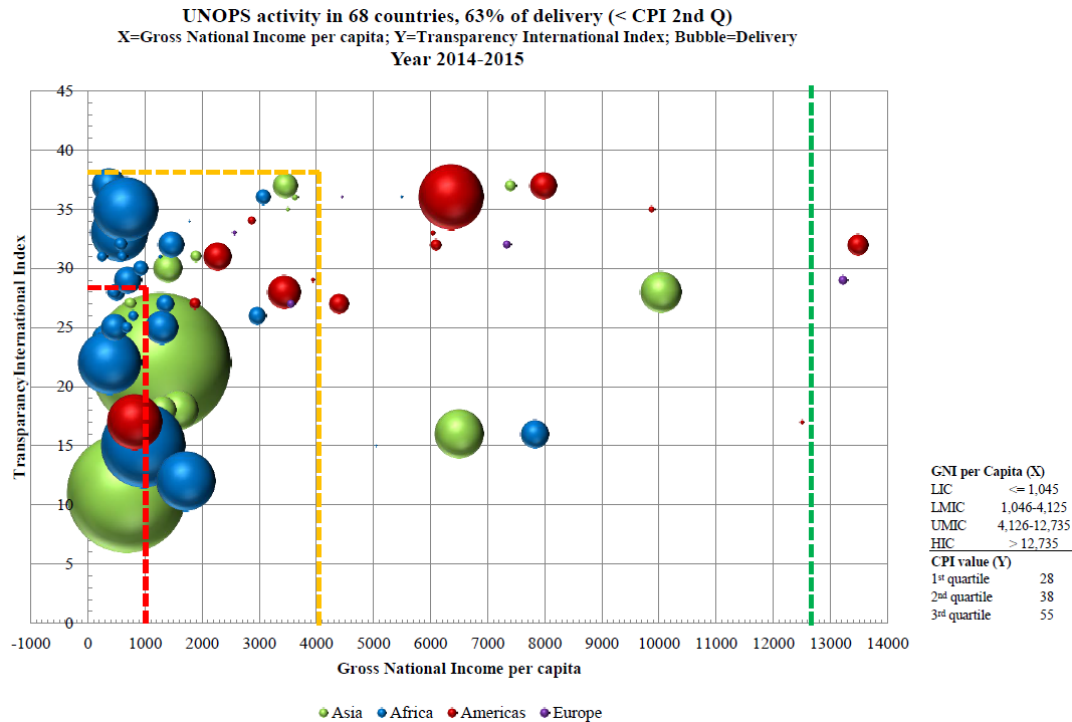


<sup>26</sup> Ibid.

<sup>27</sup> UN-Habitat 2015

<sup>28</sup> Transparency International Index 2015

I.A.07.b – UNOPS in countries – GNI and transparency



**Peace and Security**

*Conflicts*

20. The number of civil wars has increased in the last few years and attacks committed by governments and armed groups against civilians have risen for the first time in a decade.<sup>29</sup> Currently, more than 40 medium- and high-intensity conflicts are on-going across the world.<sup>30</sup> UNOPS had activity in 24 countries directly affected by these conflicts, 53 per cent of delivery.

21. The changing nature and proliferations of conflicts suggests that the need for United Nations peace operations is increasing, and that new approaches for delivery of efficient and effective peacekeeping support may be needed, including support for integrated missions and peacekeeping missions of the African Union.

22. The Report of the Secretary-General’s High-Level Independent Panel on Peace Operations note that greater reliance on specialized support capacities providing urgent infrastructure, medical, and mobility solutions through innovative processes would be needed in future peace operations in order to enable effective response in insecure conflict areas.

*“Member States and the Secretariat need to define a new UN logistical support model for the future that would enable greater tactical responsiveness in large, austere and insecure settings. This would likely place greater reliance on military enabling assets and logistics [...and...] should also take into consideration recent innovations in delivering services through commercial providers or the UN Office of Project Services.”<sup>31</sup>*

23. In 2014-2015, DPKO/DFS had 16 active missions – 10 in Africa, five in Asia, one in Europe and one in the Americas – with 124,000 personnel, and an annual budget of around 8 billion.<sup>32</sup> UNOPS had activities in 15 of the mission countries, 24 per cent of delivery.

<sup>29</sup> *Uniting Our Strengths For Peace – Politics, Partnership and People*, 16 June 2015

<sup>30</sup> *Armed Conflict Survey 2015*, International Institute for Strategic Studies

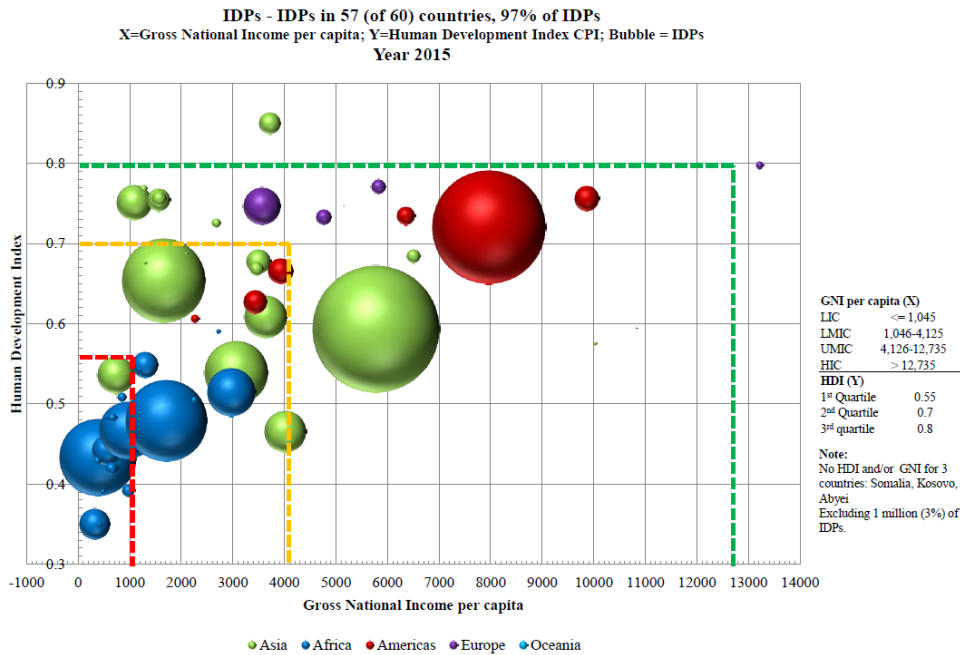
<sup>31</sup> Report of the Secretary-General’s High-Level Independent Panel on Peace Operations, A/70/95, paragraph 224

<sup>32</sup> Sources: Mission statistics published on the DPKO website, and “Approved resources for peacekeeping operations for the period from 1 July 2015 to 30 June 2016, A/C.5/69/24

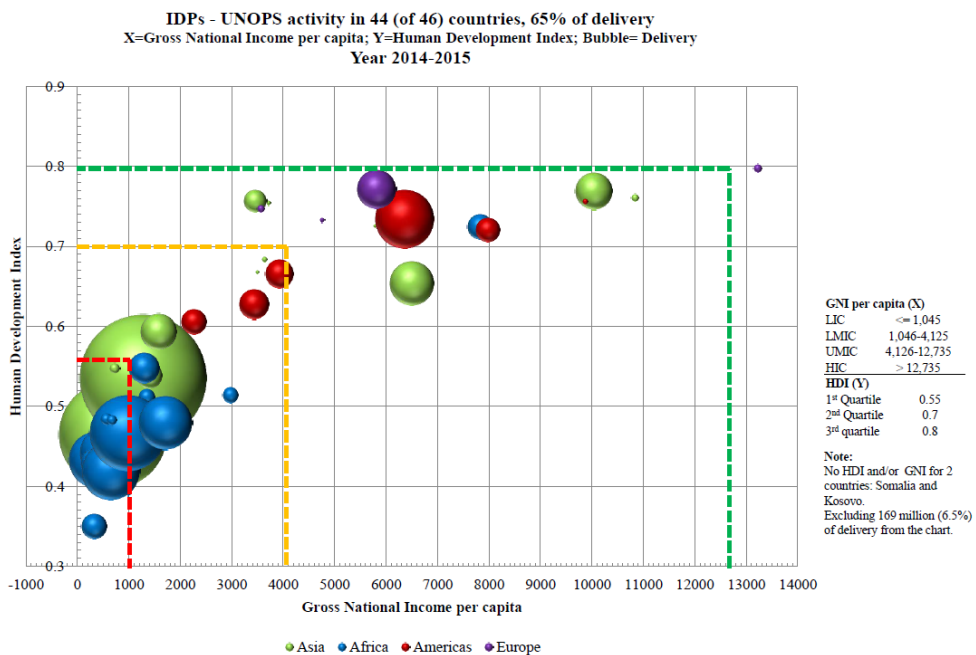
*Forcibly displaced people*

24. In 2014, nearly 60 million people were forcibly displaced. 14.4 million were reported as refugees and nearly 40 million people were displaced within their national borders<sup>33</sup>. Half of the world’s refugees are children under the age of 18, and 75 per cent come from just 11 countries. The majority, 86 per cent, reside in developing countries<sup>34</sup>. UNOPS had activities in 46 of the 60 countries where IDPs reside, 65 per cent of delivery.

**I.A.08.a – People in countries – IDPs, GNI and HDI**



**I.A.08.b – UNOPS in countries – IDPs, GNI and HDI**

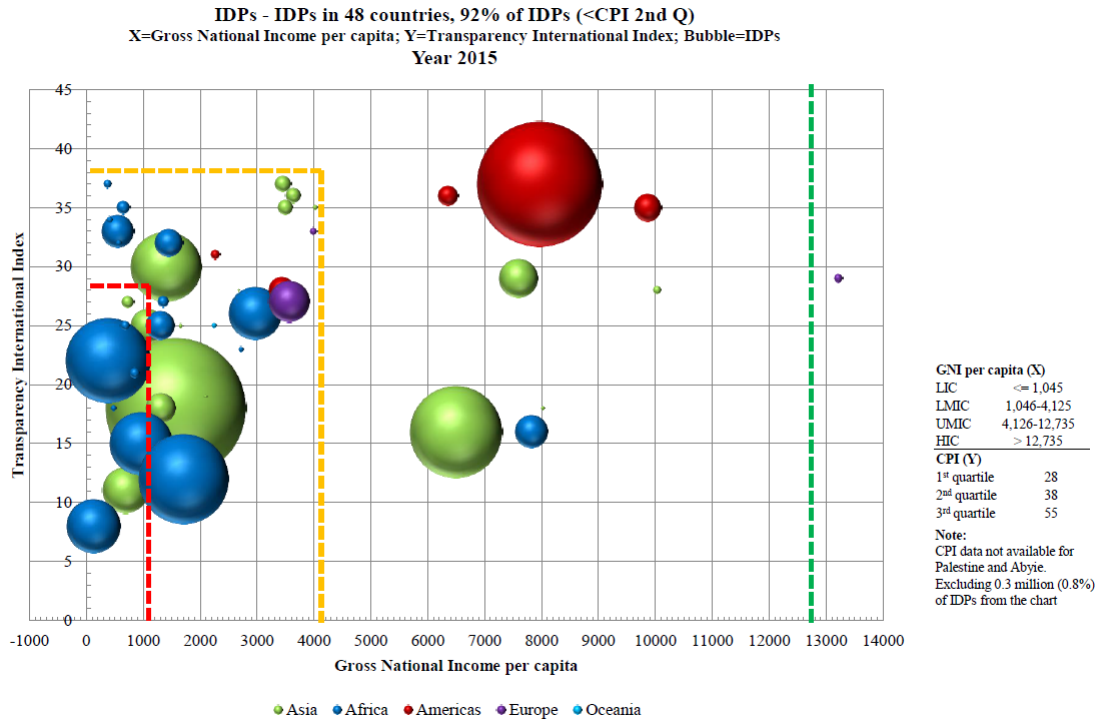


<sup>33</sup> By 2015, the number of IDPs had exceeded 40 million

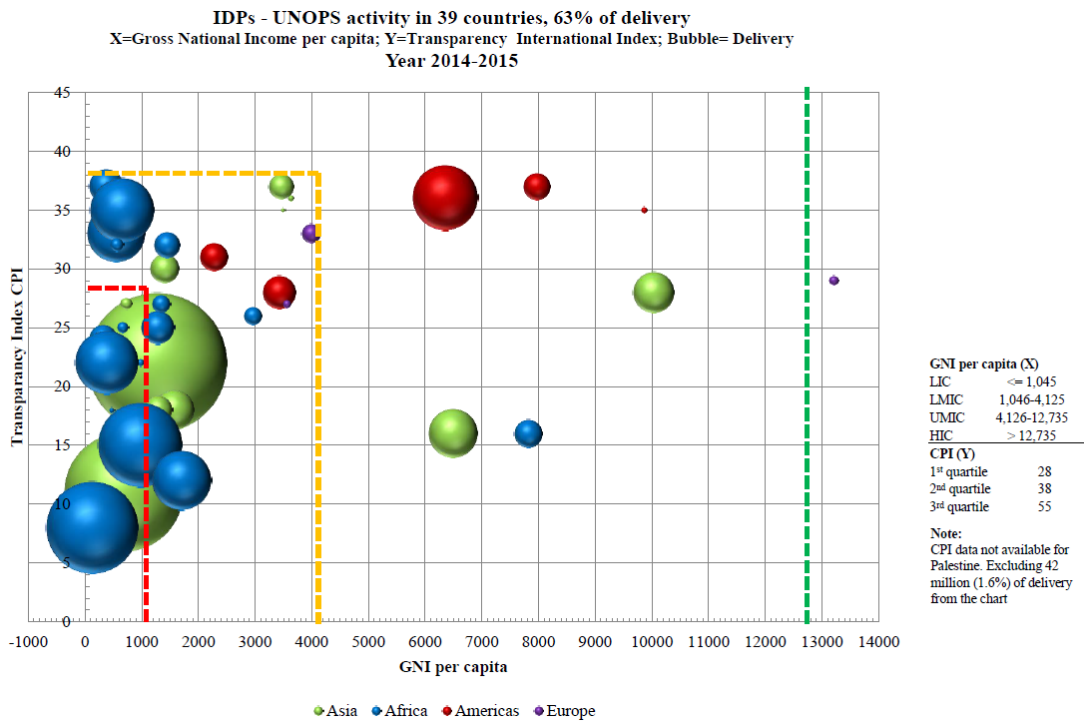
<sup>34</sup> *In Safety and Dignity: Addressing Large Movements of Refugees and Migrants*, 9 May 2016

25. Furthermore it may be noted that 92 per cent of the internally displaced people reside in 48 countries which are below the second quartile of the Transparency International Index. In 2014-2015, UNOPS had activity in 39 of these countries, representing 63 per cent of delivery.

**I.A.09.a – People in countries – IDPs, GNI and transparency**



**I.A.09.b – UNOPS in countries – IDPs, GNI and transparency**





26. The Secretary-General's report for the World Humanitarian Summit, emphasize that the support needed by countries and communities hosting IDPs and refugees is growing at a fast pace, particularly international support to strengthen and complement existing national and local systems and structures, including housing, employment, education, access to health care and other vital public services and infrastructure.<sup>35</sup>

*“We reaffirm the need to promote and protect effectively the human rights and fundamental freedoms of all migrants, especially those of women and children, regardless of their migration status.”<sup>36</sup>*

### **Climate change**

#### *Climate change and natural disasters*

27. 2015 was measured as the warmest year on record, with an average global temperature of 0.87 °C. Climate change continue to have disastrous effects on countries around the world, not least on developing countries which often are particularly vulnerable to climate change and have low capacity to cope when disaster hits.<sup>37</sup>

28. In 2014-2015, the world witnessed at least 164 natural disasters. During the period at least 140 countries were affected by one or several of these disasters.<sup>38</sup> The most prevalent disasters were floods and health-related, representing 68 per cent. UNOPS had activity in 96 of the 140 affected countries, 79 per cent of delivery.

29. The small island developing states are especially vulnerable to the effects of sea level rise and flooding, as well as to changes in marine ecosystems due to their major dependence on marine resources. By 2050, it is estimated that 200 million people could be forced to leave their homes due to environmental changes, including flooding and destroyed ecosystems.<sup>39</sup>

30. The direct damage costs to health, i.e. excluding costs in health-determining sectors such as agriculture and water and sanitation, is estimated to amount to \$2-4 billion/year by 2030. Areas with weak health infrastructure, mostly in developing countries, will be the least able to cope without assistance to prepare and respond to disasters.<sup>40</sup>

31. 3.4 billion people, 47 per cent, live in 70 low and lower-middle income countries, which are below the 2nd quartile on the climate change adaptation index. UNOPS had activity in 58 of these countries, 51 per cent of delivery.

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<sup>35</sup> *One Humanity: Shared responsibility*, 2 February 2016

<sup>36</sup> *The Addis Ababa Action Agenda*, paragraph 111

<sup>37</sup> *The Human Cost of Weather-Related Disasters 1995-2015*. UNISDR 2015

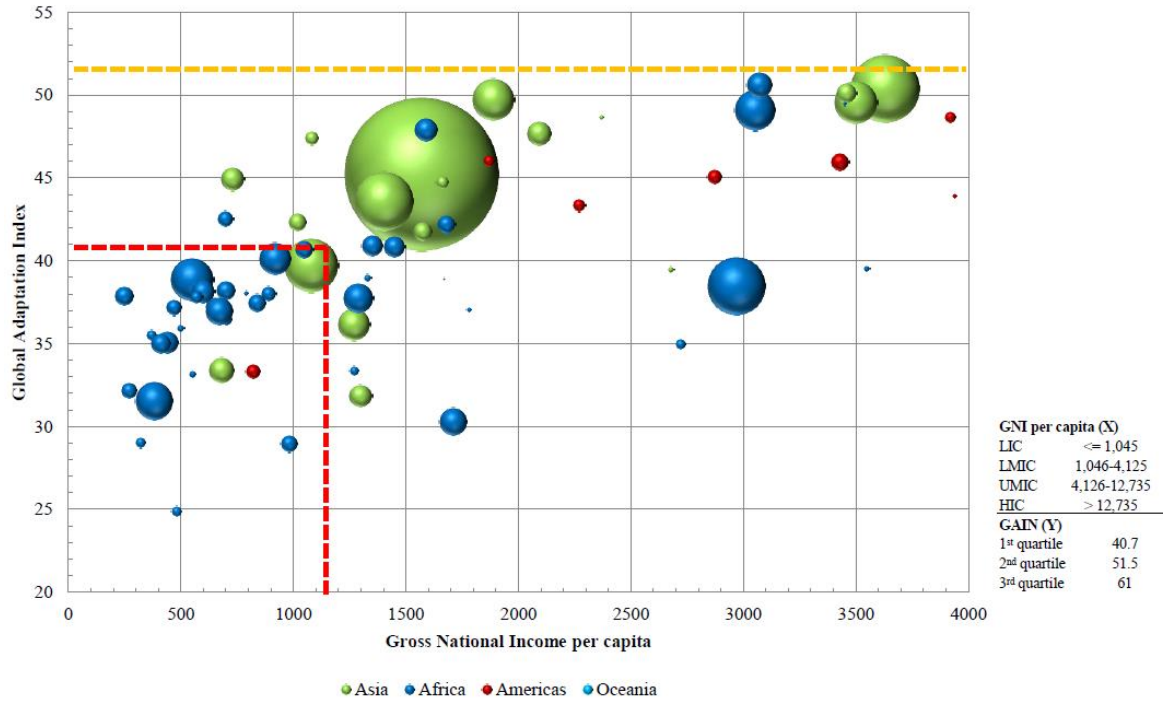
<sup>38</sup> Source: ReliefWeb 2015 (published on the ReliefWeb website)

<sup>39</sup> *The Human Cost of Weather-Related Disasters 1995-2015*. UNISDR 2015

<sup>40</sup> *Ibid.*

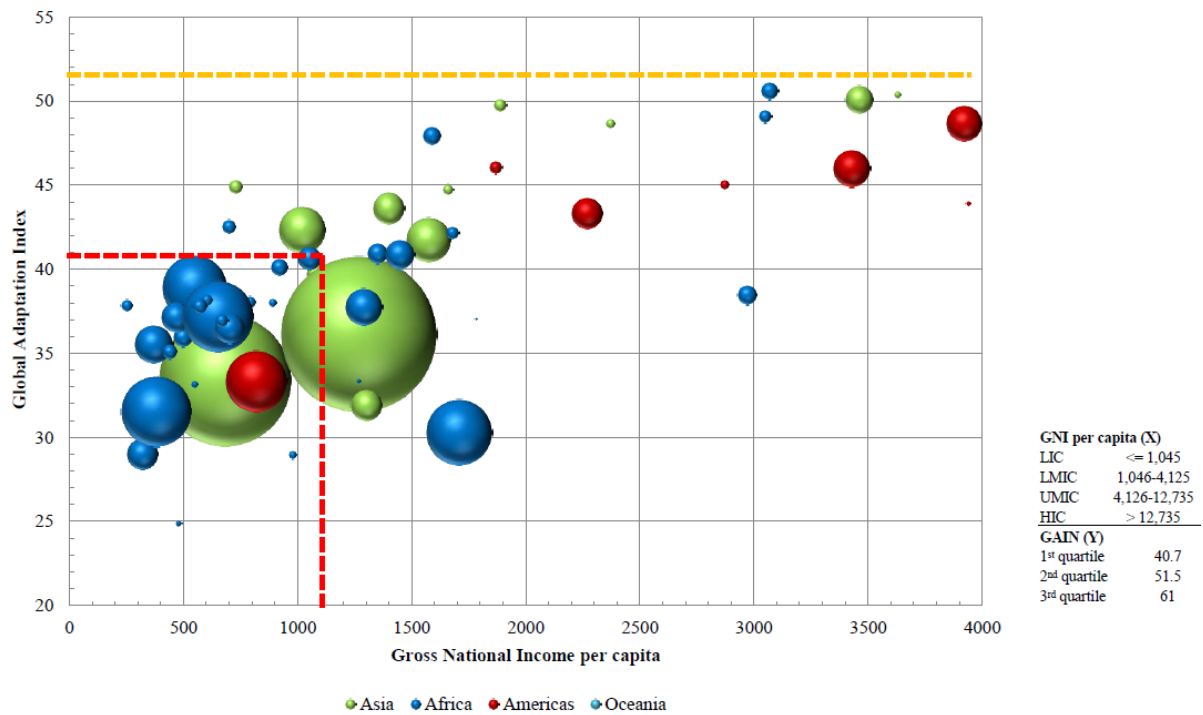
**I.A.10.a – People in countries – GNI and climate change adaptation**

**People in 70 countries, 47% of world population (LIC/LMIC and GAIN < 2nd Q)**  
 X=Gross National Income per capita; Y= Global Adaptation Index; Bubble=population  
 Year 2015



**I.A.10.b – UNOPS in countries – GNI and climate change adaptation**

**UNOPS activity in 58 countries, 51% of delivery (LIC/LMIC and GAIN < 2nd Q)**  
 X=Gross National Income per capita; Y=Global Adaptation Index; Bubble=Delivery  
 Year 2014-2015



*COP21 - international and national priorities*

32. On 12 December 2015, the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change adopted the Paris Agreement. The Agreement is the first legally binding global action plan to limiting global warming to well below 2°C.<sup>41</sup>

33. Preceding COP21, 192 countries had submitted their nationally owned bottom-up targets and priorities - Intended Nationally Determined Contributions (INDCs) - outlining the climate actions they intend to take under the new international agreement.<sup>42</sup>

34. An initial review of the INDCs developed by 11 developing countries where UNOPS in 2014-2015 had significant presence<sup>43</sup> suggests a considerable overlap with the countries' needs and priorities with regard to mitigation, adaptation and means of implementation on the one hand, and the UNOPS technical expertise in infrastructure on the other. These areas include: health, transport, housing, and water and sanitation.

***Disaster Risk Reduction***

35. There is a great need for countries vulnerable to climate change and natural disasters to build resilience against risks and disasters. The Sendai Framework for Disaster Risk Reduction 2015-2030 highlights four priority areas for action. These include: a) understanding disaster risk; b) strengthening disaster risk governance; c) investing in disaster risk reduction for resilience and enhancing disaster preparedness for effective response; d) and to “build back better” in recovery, rehabilitation and reconstruction.<sup>44</sup> In 2016, UNOPS co-chairs the International Recovery Platform with the government of Japan.

36. While states have the overall responsibility for reducing disaster risk, non-State actors also play a critical role in ensuring that disaster-prone developing countries, in particular least developed countries, small island developing states and landlocked countries, are supported in the implementation of the priority actions.<sup>45</sup>

*“Such vulnerability requires the urgent strengthening of international cooperation and ensuring genuine and durable partnerships at the regional and international levels in order to support developing countries to implement the present Framework, in accordance with their national priorities and needs.”<sup>46</sup>*

37. Reducing economic, social and environmental vulnerabilities and enabling countries to prevent and/or combat situations of chronic crisis related to conflict and natural disasters will require significant concerted effort. Coherence of humanitarian and development initiatives and finance will be essential to ensure more timely, comprehensive, appropriate and cost-effective approaches to the management and mitigation of natural disasters and complex emergencies.<sup>47</sup>

38. Strengthening the capacity of national and local actors to manage and finance disaster risk reduction will be essential in order for countries to better prevent and manage risks and develop mitigation plans. This will be particularly important in order to protect the people living in least developed countries and countries in fragile situations. Its achievement will require significant expansion of the resources geared towards sustainable development.

<sup>41</sup> *Synthesis report on the aggregate effect of the intended nationally determined contributions*, FCCC/CP/2015/7

<sup>42</sup> The United Nations Framework Conventions on Climate Change

<sup>43</sup> The 11 countries are: Afghanistan, the Democratic Republic of Congo, Ethiopia, Haiti, Malaysia, Mali, Myanmar, Peru, Somalia, Sudan and South Sudan. In these countries the biennial delivery exceeded 50 million.

<sup>44</sup> *The Human Cost of Weather-Related Disasters 1995-2015*. UNISDR 2015

<sup>45</sup> Sendai Framework for Disaster Risk Reduction 2015-2030

<sup>46</sup> *Ibid*, paragraph 41

<sup>47</sup> Addis Ababa Action Agenda, paragraph 66

### *Expanding the resources for sustainable development*

39. In the strategic plan UNOPS noted the outcome of the Fourth High-level Forum on Aid Effectiveness, stressing the need for broader partnerships for development effectiveness and emphasizing the importance of transparency.<sup>48</sup> In July 2015, the Third international Conference on Financing for Development convened. This section summarizes elements of the Addis Ababa Action Agenda which particularly will inform the UNOPS strategic focus moving forward.

40. Globally the economic activity and financing flows have increased substantially. Progress has been made in mobilizing financial and technical resources for development from an increased number of actors. Notwithstanding, achievement of the goals will require expansion of the resources base for sustainable development, through broader partnerships, including with the private sector.

*“Trillions of dollars in public and private funds are to be redirected towards the SDGs, creating huge opportunities for companies to deliver solutions.”<sup>49</sup>*

### *International capital flows*

41. Private international capital flows, particularly foreign direct investment, are vital complements to national development efforts. By 2013, international financial flows to developing countries had reached 2 trillion,<sup>50</sup> a five-fold increase since 1990. Notwithstanding, there are significant investment gaps in key sectors for sustainable development. International capital flows are predominantly short-term oriented, and in many developing countries foreign direct investment is typically concentrated in a few key sectors, and it often bypasses countries most in need.

42. Fostering of long-term quality investments will, inter alia, require an enabling environment with policies and regulatory frameworks better aligning private sector incentives with public goals.

### *Official Development Assistance*

43. Over the years the volume of Official Development Assistance has increased. However, only few countries have met or surpassed the commitment to 0.7 per cent of ODA/GNI, and the target of 0.15 to 0.20 ODA/GNI to least development countries. By 2014, net ODA flows stood at 135 billion, or around 0.3 per cent of OECD GNI.<sup>51</sup> In relative terms ODA is one of the international financial flows to developing which has grown the least over the past decade; by 2013 it comprised approximately 6.5 per cent of total international flows to developing countries. In 2014-2015 the average annual UNOPS delivery volume was comparable to approximately 1 per cent of net ODA, e.g. approximately 0.07 per cent of the overall annual international flows.

44. Focusing the most concessional resources on those with the greatest needs and least ability to mobilize other resources will be essential for their ability to achieve their objectives. It will be important to reverse the trend of a declining share of ODA to least developed countries. Several DAC countries have already decided to focus 50 per cent of ODA on the countries which are in the most fragile situations. Ensuring that ODA is put to the best possible use to expand the resource base in furtherance of national objectives for sustainable development will be important.

### *Domestic resources*

45. National ownership, public policies and mobilization and effective use of domestic resources will be essential for achievement of sustainable development. In recent years there have been considerable achievements in many countries. By 2013, the annual government expenditure in developing countries was 7 trillion,<sup>52</sup> representing a ten-fold increase compared to 1990.

<sup>48</sup> The Fourth High-level Forum on Aid Effectiveness, DP/OPS/2013/3, paragraph 9

<sup>49</sup> The Secretary-General's remarks at the United Nations Private Sector Forum, New York, 26 September 2015

<sup>50</sup> Sources: the data is based on OECD-DAC, World Bank Development Indicators and UNCTAD (published by Development Initiatives on the Financing for Development website).

<sup>51</sup> ODA totalled 137.2 billion in 2014 and 146.7 billion in 2015. The majority of the increase is explained by an increase in allocations for hosting of refugees in donor countries from 6.6 billion to 13.9 billion, when excluding these allocations ODA increased 1.7 per cent from 2014 to 2015.

<sup>52</sup> Development Initiatives, Op. cit.

46. Sound social, environmental and economic policies, good governance and transparent institutions responsive to the needs of people are necessary to achieve the goals. Strengthening of the domestic enabling environments will require rule of law and combating of corruption at all levels and in all its forms, including through the establishment of transparent public procurement frameworks as a strategic measure to reinforce sustainable development.

*Sub-national and local capacities*

47. Expenditures and investments in sustainable development are being devolved to sub-national and local levels, which often lack adequate technical capacity and financing. Cities and local authorities will require support for implementing resilient and environmentally sound infrastructure, including energy, transport, water and sanitation, and resilient buildings using local materials. Financing of these investments will require adequate risk mitigation mechanisms such as investment guarantees and currency management.

*Investment needs and focus areas*

48. Development of fiscally sustainable and nationally appropriate social protection systems and measures for all will require mobilization of additional resources for public spending and quality investment in essential public services. The needs include resourcing for health, education, energy, water and sanitation, consistent with national sustainable development strategies and integrated national financing frameworks.

49. Achievement of the goals will require significant investment in sustainable and resilient infrastructure. According to reports from the World Economic Forum approximately US\$ 56 trillion is needed in investment in infrastructure by 2030 just to keep pace with population growth, and a further US\$ 14 trillion to address the actions required from the COP21 decisions, this without the added dimension and cost of recovering from conflicts and disasters.

50. The Addis Ababa outcome document estimate that for developing countries the annual gap in investments in sustainable, accessible and resilient infrastructure US\$1-1.5 trillion<sup>53</sup>. Infrastructure sectors where investments are needed include: energy, water, transport, waste and ICT, and enabling assets for health, education and housing.

51. Overall key drivers for sustainable development will be creation and development, and diffusion and transfer of socially and environmentally sound innovations and technologies to developing countries, including access to vaccines and medicines for mitigation of health risks. Furthermore, bridging the "digital divide" and uneven access to information and communications technology and supporting infrastructure, including innovative tools, such as mobile banking, payment platforms and digitalized payments, could foster economic and social inclusion of the most vulnerable.

*Expanding the development resource base*

52. An important use of national and international public finance, including ODA, is to catalyse additional resource mobilization from other sources, public and private. It can, inter alia, help strengthening of the domestic enabling environment, including public procurement systems; and be used to unlock additional finances through blended or pooled financing and risk mitigation. This is particularly the case for investments in infrastructure and other investments supporting private sector development, such as measures to strengthen positive spill overs from foreign direct investment in technology through linkages with domestic suppliers in developing countries and fostering their inclusion into regional and global supply and value-chains.

53. The ongoing discussions on modernization of the ODA measurements and the proposed measures of "total official support for sustainable development" may result in enhanced transparency and predictability of the official resource base for development. Notwithstanding, smart use of ODA and other public resources as a catalyst for, and a means of, de-risking of

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<sup>53</sup> The Addis Ababa Action Agenda, paragraph 14.

investments in sustainable development will be particularly important for countries with the greatest needs and the least ability to mobilize other sources. At the same time these countries will typically be facing the highest levels of risks impeding their ability to achieve national sustainable development objectives, which will make the challenge of securing the necessary financing even harder, but by no means less paramount for the approximately 44 per cent of world population living in fragile situations.

#### *Social Impact investing*

54. A growing number of businesses are adopting the principles of the Global Compact for responsible business and investing. Private business models which take into account the environmental, social and governance impacts of their activities will be essential for furtherance of social impact investing, which combines a return on investment with realization of non-financial benefits, outcomes and impacts. It will be essential to promote incentives along the investment chain that are aligned with long-term performance and sustainability indicators, and that reduce excess volatility.

55. In addition to private businesses there are a number of long-term institutional investors, such as pension funds and sovereign wealth funds which manage large pools of capital, that increasingly focus on achievement of non-financial benefits as part of their investment strategies. Moreover, philanthropic donors exercise flexibility and capacity for innovations and taking risks, as well as ability to leverage additional funds through multi-stakeholder partnerships.

56. To achieve the goals it will be important that private sector investments in developing countries are aligned with national priorities for sustainable development and coordinated with other development stakeholders.

57. Not least in infrastructure both public and private investments have a key role to play. Blended financing instruments, including public-private partnerships, can serve to lower investment specific risks and incentivise additional private sector finance across key development sectors led by regional,<sup>54</sup> national<sup>55</sup> and sub-national priorities for sustainable development.

58. Large-scale investments could be organized through a "portfolio approach" by which public and private venture funds invest in diverse sets of projects to diversify risks and capture the financial and non-financial upsides of successful investments.

59. Impediments to private investments in infrastructure exist on both the supply and demand side. It will be important to embed resilient and quality infrastructure investment plans in national sustainable development strategies. Based on which a number of well-prepared long-term investable projects, which consider both profit and non-financial benefits in the investment criteria, can be prioritized and developed.

60. It is anticipated that significant technical support and building of capacity will be needed. Areas, inter alia, include technical support for development of plans, and translating these into concrete project pipelines; as well as for development and implementation of individual projects, through feasibility studies, negotiation of complex contracts and project management, including accounting and budgeting for contingent liabilities.

#### *Technical expertise for infrastructure assistance*

61. The challenge for a self-financing, demand-driven organization such as UNOPS, which does not maintain country presence financed through core contributions, is to ensure that current presence and experience in such contexts are leveraged to mitigate the different risks people face. In other words, how UNOPS technical expertise and experience from operating in these contexts are harnessed to bring a broader palette of specialized solutions for people in these countries and in other countries facing similar risks that impede the achievement of their objectives.

<sup>54</sup> An example is the African Union's Programme for Infrastructure Development in Africa.

<sup>55</sup> In the area of Climate Change the 192 published INDCs provide a source for infrastructure priorities in relation to mitigation, adaptation and means of implementation.

62. An example of how UNOPS has leveraged the demand for presence and technical expertise is the systems of systems approach to infrastructure assessment. In partnership with the Government of the United Kingdom and the Infrastructure Transitions Research Consortium (ITRC) led by Oxford University, UNOPS is pioneering the necessary modelling tools, advice and guidance to support governments long-term planning and short-term assessment of national infrastructure systems.

63. This best practice approach encompasses the demands of the SDGs, resilience, sustainability and climate change that will affect all infrastructure systems and their future performance. It can be deployed to project long-term scenarios for infrastructure demand: what infrastructure systems are required, and when to meet these demands, based on an understanding of the interdependencies of assets in different parts of the infrastructure system.

64. The approach can be deployed to support the development of national infrastructure systems that are resilient to future shocks, and underpinned by strategic evidence-based decision making for needed investments. It can enable governments of pre- and post-disaster, fragile and conflict affected countries to establish priorities for systematic development and delivery on national infrastructure plans, anchored in a longer-term development vision for creation of maximum socio-economic benefits for local communities.

65. The system of system approach is a strong infrastructure complement to the capacity assessment approaches UNOPS in recent years have introduced for provision of technical assistance in procurement and project management.

*The UNOPS geographical presence*

67. Over the biennium UNOPS had activities in 130 countries: 45 in Africa, 30.2 per cent of delivery; 29 in Asia, 37.9 per cent; 27 in the Americas, 13.8 per cent; 24 in Europe, 10.6 per cent; and 5 in Oceania, 1 per cent.

68. Across three regions, the activity in 11 developing countries amounted to more than \$50 million,<sup>56</sup> accounting for 55 per cent of biennial delivery. In Asia, Afghanistan, Malaysia and Myanmar accounted for 27.2 per cent; in Africa, the Democratic Republic of Congo, Ethiopia, Mali, Somalia, South Sudan and Sudan accounted for 22.4 per cent; and in the Americas, Haiti and Peru accounted for 5.3 per cent.

69. In 25 other countries the activity amounted to more than \$10 million,<sup>57</sup> accounting for 20.3 per cent of biennial delivery: nine countries in Asia, 9.5 per cent; eight in Africa, 4.8 per cent; six in the Americas, 3.9 per cent; one in Europe, 1.3 per cent; and one in Oceania, 0.8 per cent.

70. The remaining 24.7 per cent of activity is attributable to the UNOPS global portfolio and activities across 79 countries. The global portfolio supports a number of developing countries and accounted for 18.2 per cent of these activities: 9.7 per cent for management support services and projects managed out of the United Nations headquarters duty stations in New York and Geneva; 6.5 per cent for projects with delivery in multiple developing countries; and 2 per cent for support to developing countries delivered from 13 other OECD/Development Assistance Committee (DAC) countries.

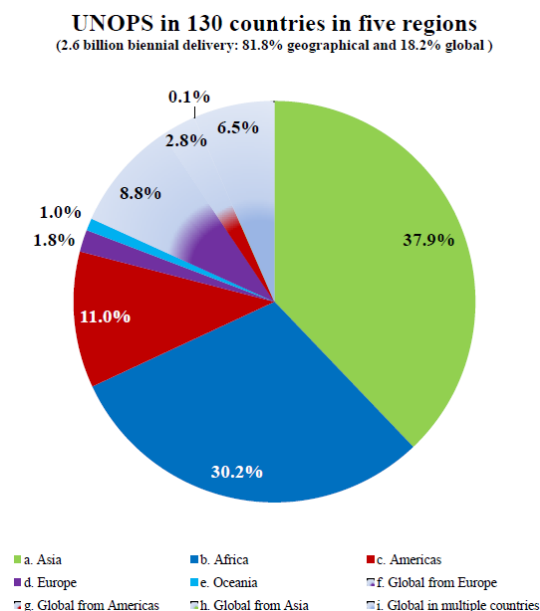
71. Six and a half per cent of activity was across 79 countries.<sup>58</sup> In 44 of them, the activity amounted to more than \$1 million: 21 countries in Africa, 2.8 per cent; seven in the Americas, 1.5 per cent; nine in Asia, 1 per cent; four in Europe, 0.4 per cent; and three in Oceania, 0.2 per cent. Half a per cent of activity was across 35 countries where delivery was less than \$1 million: 10 in Africa; 10 in the Americas; six in Asia; eight in Europe and one in Oceania.

<sup>56</sup> 50 million over two years is equal to the UNOPS minimum delivery target required for the establishment for a country/multi-country office.

<sup>57</sup> 10 million over two years is equal to the UNOPS minimum delivery target required for the establishment of a project centre.

<sup>58</sup> The 79 countries include developing countries and economies in transition.

## I.A.11.a – UNOPS country and global activities over the biennium



## I.A.11.b – UNOPS country and global activities over the biennium – table

	Del > 50 Mn		Del > 10 Mn		Del > 1 Mn		Del < 1 Mn		Mult. Countries Del14-15	Total	
	Countries	Del14-15	Countries	Del14-15	Countries	Del14-15	Countries	Del14-15		Countries	Del14-15
Asia	3	27.2%	9	9.5%	9	1.0%	6	0.1%	0.0%	27	37.9%
Africa	6	22.4%	8	4.8%	21	2.8%	10	0.2%	0.0%	45	30.2%
Americas	2	5.3%	6	3.9%	7	1.5%	10	0.2%	0.0%	25	11.0%
Europe	0	0.0%	1	1.3%	4	0.4%	8	0.0%	0.0%	13	1.8%
Oceania	0	0.0%	1	0.8%	3	0.2%	1	0.0%	0.0%	5	1.0%
Global from Europe	1	6.9%	2	1.2%	5	0.7%	3	0.0%	0.0%	11	8.8%
Global from Americas	1	2.8%	0	0.0%	0	0.0%	1	0.0%	0.0%	2	2.8%
Global from Asia	0	0.0%	0	0.0%	1	0.0%	1	0.0%	0.0%	2	0.1%
Global in multiple countries	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6.5%	0	6.5%
<b>Total</b>	<b>13</b>	<b>64.7%</b>	<b>27</b>	<b>21.5%</b>	<b>50</b>	<b>6.7%</b>	<b>40</b>	<b>0.6%</b>	<b>6.5%</b>	<b>130</b>	<b>100.0%</b>

## B. UNOPS in countries in fragile situations, and the risks that they face

*Countries in fragile situations – 81 countries*

72. For the purpose of the midterm review, and with a view to assessing the UNOPS presence in some of the most challenging contexts, it has identified 81 ‘countries in fragile situations’. The 81 ‘countries in fragile situations’ have been identified based on a combination of several international sources, and include:

- 48 Least Developed Countries suffering from structural impediments to sustainable development;<sup>59</sup>
- 20 countries which are part of the g7+ and have signed up to the New Deal for Fragile States;<sup>60</sup>
- 52 countries which have been on the OECD and World Bank lists of fragile states at least once in the period 2014-2015;<sup>61</sup>
- 70 countries which have been identified as being fragile on at least two of the five dimensions established by OECD in 2015.<sup>62</sup>

73. As should be expected, several countries appear on two or more of the four lists. For example, 18 of the g7+ countries are also LDCs; and 43 LDCs are among the 70 countries identified by OECD.

<sup>59</sup> LDCs are identified by the Committee for Development Policy (CDP) based on three criteria: gross national income (GNI) per capita; human assets index (HAI), and economic vulnerability index (EVI). DESA, List of Least Developed Countries (as of 16 February 2016); *Handbook on the Least Developed Country Category*, 2015.

<sup>60</sup> Source: the g7plus website

<sup>61</sup> *States of Fragility 2015: Meeting Post-2015 Ambitions*, OECD 2015, OECD Publishing: Paris

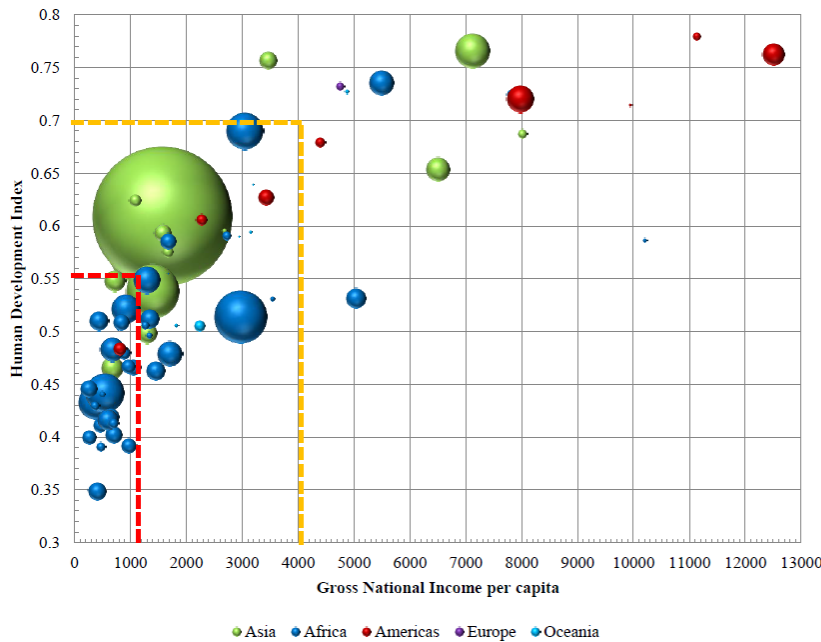
<sup>62</sup> Ibid.



74. By the end of 2015, 3.2 billion people – 44 per cent of world population – lived in those 81 countries. Many are low-income countries below the first quartile on the human development index. Some, however, are middle-income countries, several nevertheless below the first quartile on the human development index.<sup>63</sup> Over the biennium, at least 68 per cent of UNOPS activity was in 64 countries in fragile situations, where 24 per cent of the world population live.<sup>64</sup>

**LB.01.a – People in countries in fragile situations – GNI and HDI**

People in 76 (of 81) countries in fragile situations, 44% of world population  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=population  
 Year 2015



GNI per capita (X)	
LIC	<= 1,045
LMIC	1,046-4,125
UMIC	4,126-12,735
HIC	> 12,735

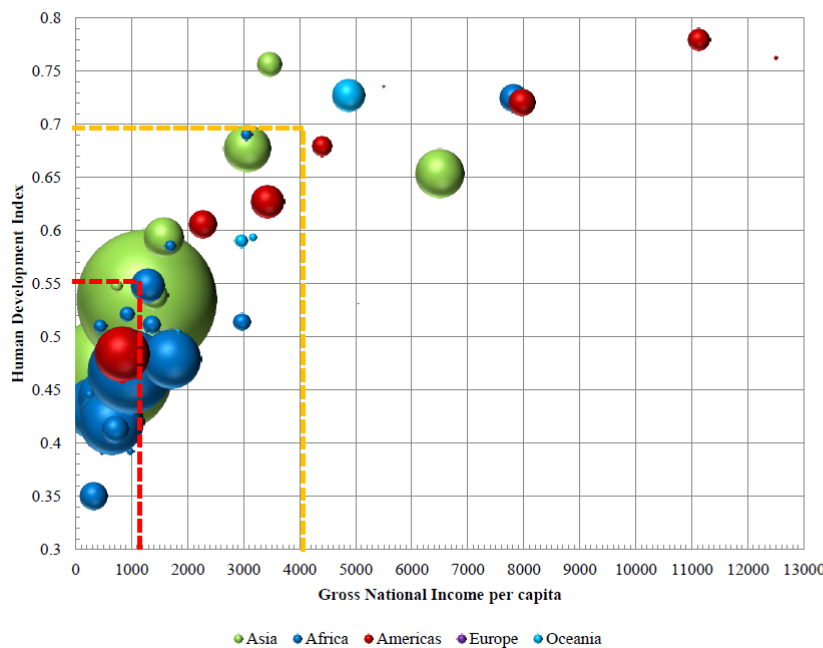
  

HDI (Y)	
1 <sup>st</sup> Quartile	0.55
2 <sup>nd</sup> Quartile	0.7
3 <sup>rd</sup> quartile	0.8

Note:  
 No HDI data for: 5 countries in states of fragility: Somalia, DPR Korea, Kosovo, Marshal Islands and Tuvalu. Excluding 39 million (0.5%) of people from the chart

**LB.01.b – UNOPS in countries in fragile situations – GNI and HDI**

UNOPS in 61 (of 64) countries in fragile situations, 68% of delivery  
 X=Gross National Income per capita; Y=Human Development Index; Bubble size=Delivery  
 Year 2015



GNI per capita (X)	
LIC	<= 1,045
LMIC	1,046-4,125
UMIC	4,126-12,735
HIC	> 12,735

HDI (Y)	
1 <sup>st</sup> Quartile	0.55
2 <sup>nd</sup> Quartile	0.7
3 <sup>rd</sup> quartile	0.8

Note:  
 No HDI data for: 3 countries in states of fragility: Somalia, DPR Korea, and Kosovo. Excluding 170 million (6.5%) of delivery from the chart

<sup>63</sup> It should be noted that of the 81 countries/territories, Somalia, DPR Korea, Kosovo, Marshall Islands and Tuvalu are not captured by UNDP’s human development index.

<sup>64</sup> The 64 countries are in five regions: 37 in Africa, 7 in the Americas; 14 in Asia, 2 in Europe and 4 in Oceania.

75. The UNOPS activity in 27 countries in fragile situations, accounted for 64 per cent of delivery. In nine of these countries the activity was more than 50 million. The nine countries accounted for 50 per cent of the biennial activity, and included:

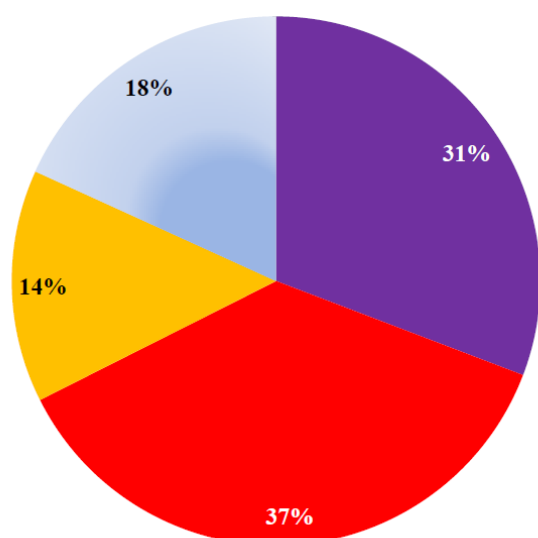
- a. Five g7+ countries: Afghanistan, DRC, Haiti, Somalia and South Sudan;
- b. Four other countries in fragile situations: Ethiopia, Mali, Myanmar and Sudan.

76. In 18 countries in fragile situations the biennial activity was more than 10 million. These accounted for 14 per cent of the biennial activity, and included:

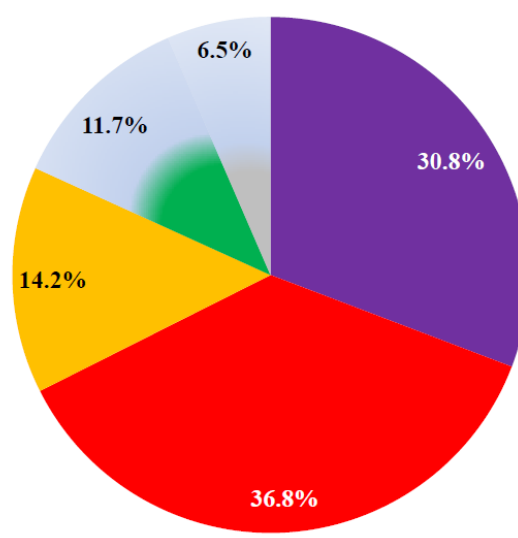
- a. Six g7+ countries: Central African Republic, Cote d'Ivoire, Guinea, Liberia, Sierra Leone and Yemen;
- b. 12 other countries in fragile situations: Cambodia, Colombia, Fiji, Guatemala, Honduras, Iraq, Kenya, Libya, Pakistan, Palestine, Sri Lanka and Syria.

**I.B.02.a – UNOPS in different types of countries**

**UNOPS in 130 countries - four country types**  
(2.6 billion biennial delivery: 82% geographical and 18% global)



**UNOPS in 130 countries - four country types**  
(2.6 billion biennial delivery: 81.8% geographical and 18.2% global)



■ Fragile States (g7+) ■ Other countries in fragile situations  
■ Other non-OECD/DAC countries ■ Global activities

■ a. Fragile States (g7+) ■ b. Other countries in fragile situations  
■ c. Other non-OECD/DAC countries ■ d. Global from OECD/DAC countries  
■ e. Global in multiple countries

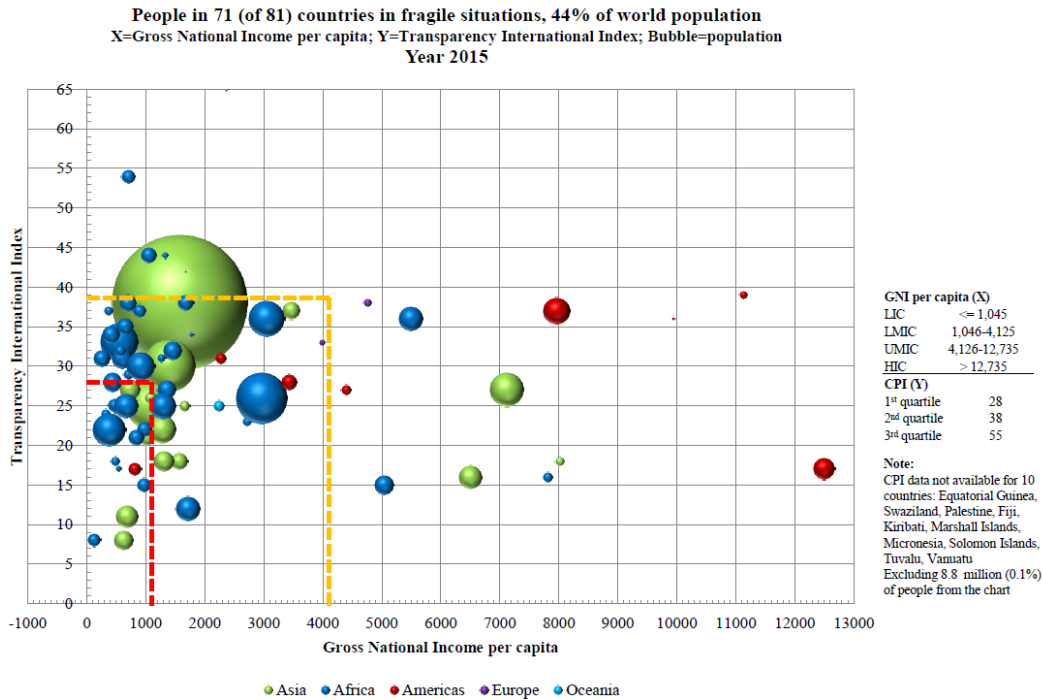
**I.B.02.b – UNOPS in different types of countries – tables**

	Del > 50 Mn		Del > 10 Mn		Del > 1 Mn		Del < 1 Mn		Mult. Countries Del 14-15	Total Countries Del 14-15	
	Countries	Del 14-15	Countries	Del 14-15	Countries	Del 14-15	Countries	Del 14-15			
Fragile States (g7+)	5	27.0%	6	3.5%	2	0.2%	4	0.1%	0.0%	17	30.8%
Other countries in fragile situations	4	22.6%	12	10.8%	22	3.3%	9	0.1%	0.0%	47	36.8%
Other non-OECD/DAC countries	2	5.4%	7	6.1%	20	2.5%	22	0.3%	0.0%	51	14.2%
Global activities	2	9.7%	2	1.2%	6	0.7%	5	0.1%	6.5%	15	18.2%
<b>Total</b>	<b>13</b>	<b>64.7%</b>	<b>27</b>	<b>21.5%</b>	<b>50</b>	<b>6.7%</b>	<b>40</b>	<b>0.6%</b>	<b>6.5%</b>	<b>130</b>	<b>100.0%</b>

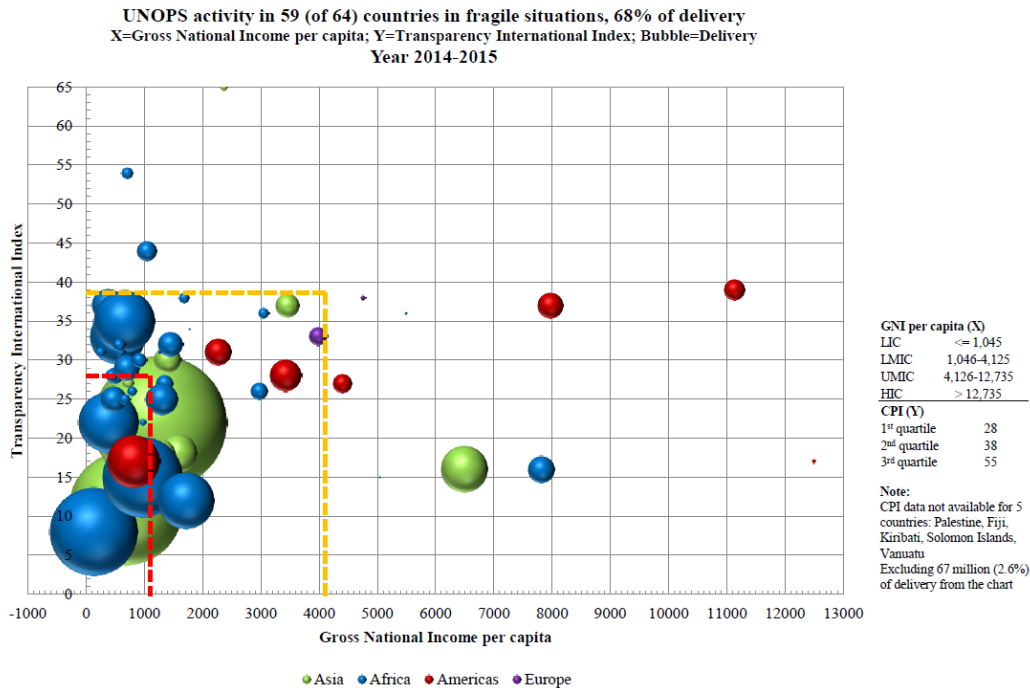
	Del > 50 Mn		Del > 10 Mn		Del > 1 Mn		Del < 1 Mn		Mult. Countries Del 14-15	Total Countries Del 14-15	
	Countries	Del 14-15	Countries	Del 14-15	Countries	Del 14-15	Countries	Del 14-15			
Fragile States (g7+)	5	27.0%	6	3.5%	2	0.2%	4	0.1%	0.0%	17	30.8%
Other countries in fragile situations	4	22.6%	12	10.8%	22	3.3%	9	0.1%	0.0%	47	36.8%
Other non-OECD/DAC countries	2	5.4%	7	6.1%	20	2.5%	22	0.3%	0.0%	51	14.2%
Global from OECD/DAC countries	2	9.7%	2	1.2%	6	0.7%	5	0.1%	0.0%	15	11.7%
Global in multiple countries	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6.5%	6.5%	6.5%
<b>Total</b>	<b>13</b>	<b>64.7%</b>	<b>27</b>	<b>21.5%</b>	<b>50</b>	<b>6.7%</b>	<b>40</b>	<b>0.6%</b>	<b>6.5%</b>	<b>130</b>	<b>100.0%</b>

77. 71 of countries in fragile situations are included in the transparency international index; 3.2 billion people live in these countries.<sup>65</sup> Over the biennium, at least 68 per cent of UNOPS activity was in 59 of these countries, the majority in countries ranking below the 2<sup>nd</sup> quartile on the transparency international index.

**I.B.03.a – People in countries in fragile situations – GNI and transparency**



**I.B.03.b – UNOPS in countries in fragile situations – GNI and transparency**



<sup>65</sup> It should be noted that of the 81 countries/territories, Equatorial Guinea, Swaziland, Palestine, Fiji, Kiribati, Marshall Islands, Micronesia, Solomon Islands, Tuvalu, and Vanuatu are not included in the transparency international index. 8.8 million people – 0.1 per cent of world populations – live in these countries.

**Country risks - indices and methodology**

78. A number of country risk indices exist. UNOPS has assessed its biennial presence against three of them: (a) The Humanitarian Risk Index, known as ‘INFORM’; (b) the Global Adaptations Risk Index; and (c) the Global Conflict Risk Index. The assessment confirms that UNOPS activity is concentrated in countries where people face the highest risks.<sup>66</sup>

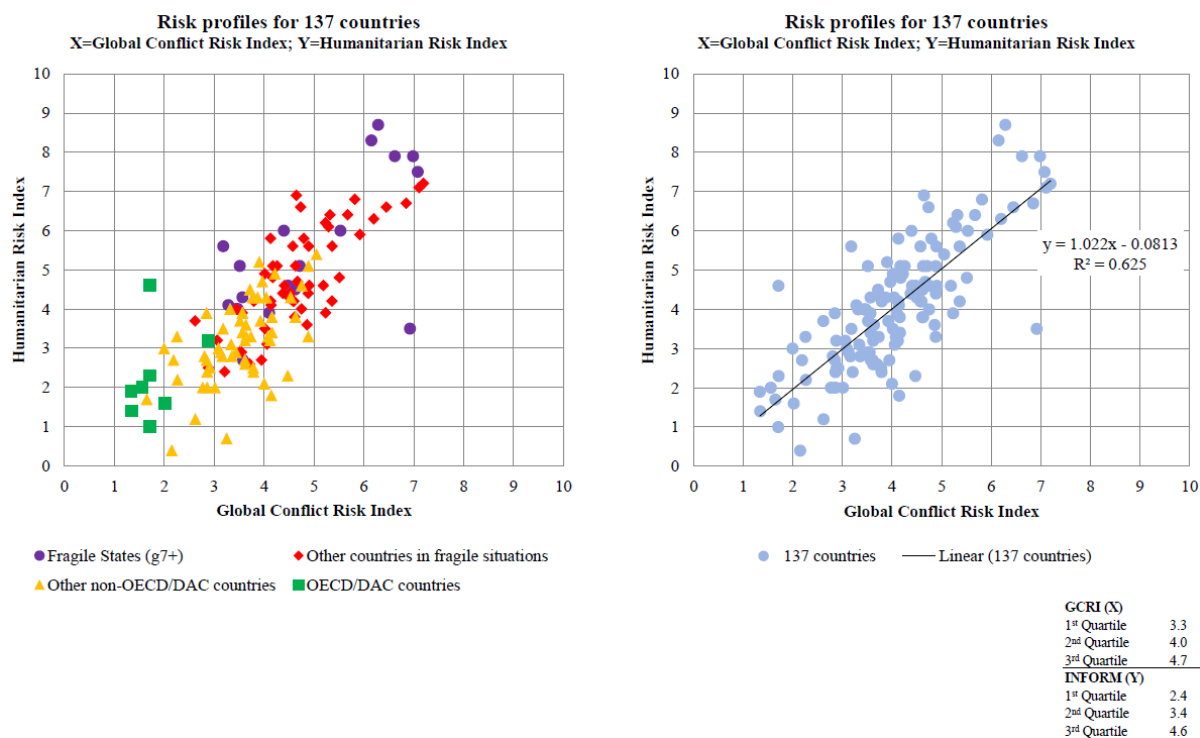
79. **The Humanitarian Risk Index**, INFORM, is a tool for understanding the risks of humanitarian crisis. It is developed as a collaboration of the Inter-Agency Standing Committee (IASC) Task Team for Preparedness and Resilience and the European Commission. It is based on 69 indicators, which cover three main dimensions: (a) hazards and exposure; (b) vulnerability; and (c) lack of coping capacity. The scale is 0 to 10. A high number indicates high risk. It covers 191 countries. The average index for the 191 countries is 3.5 and the third quartile is 4.6.

80. **The Global Adaptation Index (ND-GAIN)** is developed by the University of Notre Dame. It summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience. It is based on 45 indicators. Vulnerability covers 6 sectors: (a) health, (b) food, (c) ecosystems, (d) habitat, (e) water, and (f) infrastructure; and readiness covers three aspects: (a) social, (b) economic, and (c) governance. The scale is 0 to 100. A low number indicates low adaptation readiness. It covers 180 countries. The average index for the 180 is 52.4 and the first quartile is 40.7.

81. **Global Conflict Risk Index (GCRI)** is developed by the Joint Research Centre of European Commission in collaboration with an expert panel. It is based on 25 indicators, covering 5 dimensions: (a) political; (b) conflict; (c) social; (d) geography and environment; and (e) economic. The scale is 0 to 10. A high number indicates high risk. It covers 138 countries. The average index for the 138 countries is 4.0 and the third quartile is 4.7.

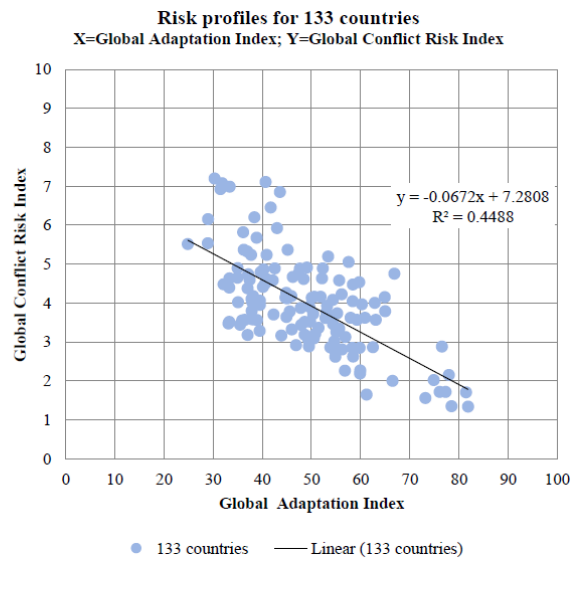
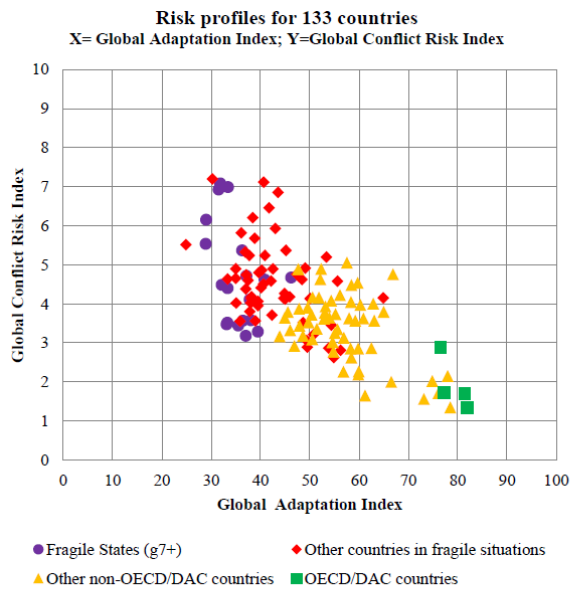
82. The below charts compare the three risk indices.

**I.B.04.a – Country risk profiles – conflict and humanitarian risks**



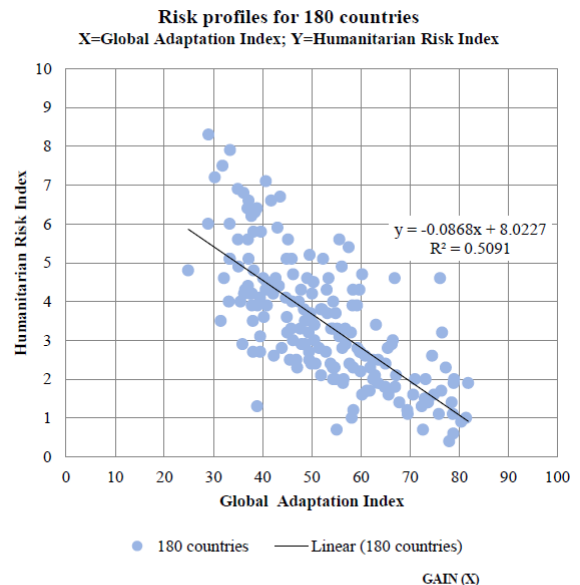
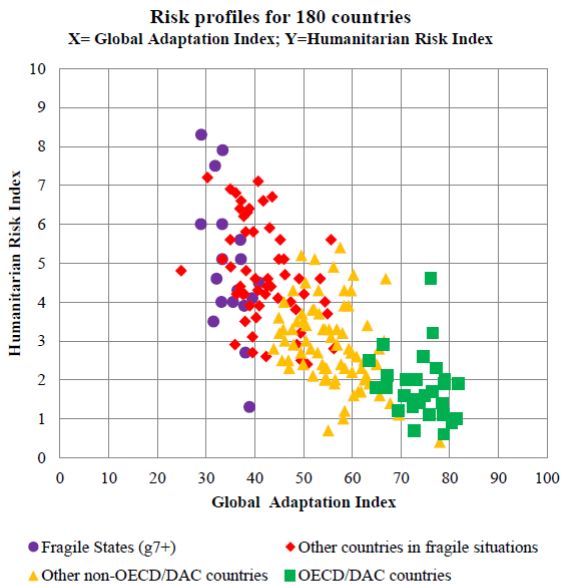
<sup>66</sup> It should be expected that the discipline for assessment of country risk will evolve in the coming years. And as the 169 SDG targets are operationalized, tracked and published, they may be a valuable source of data for further developing the discipline.

**I.B.04.b – Country risk profiles – adaptation and conflict risks**



GAIN (X)	
1 <sup>st</sup> Quartile	40.7
2 <sup>nd</sup> Quartile	51.5
3 <sup>rd</sup> Quartile	61
GCRI (Y)	
1 <sup>st</sup> Quartile	3.3
2 <sup>nd</sup> Quartile	4.0
3 <sup>rd</sup> Quartile	4.7

**I.B.04.c – Country risk profiles - adaptation and humanitarian risks**

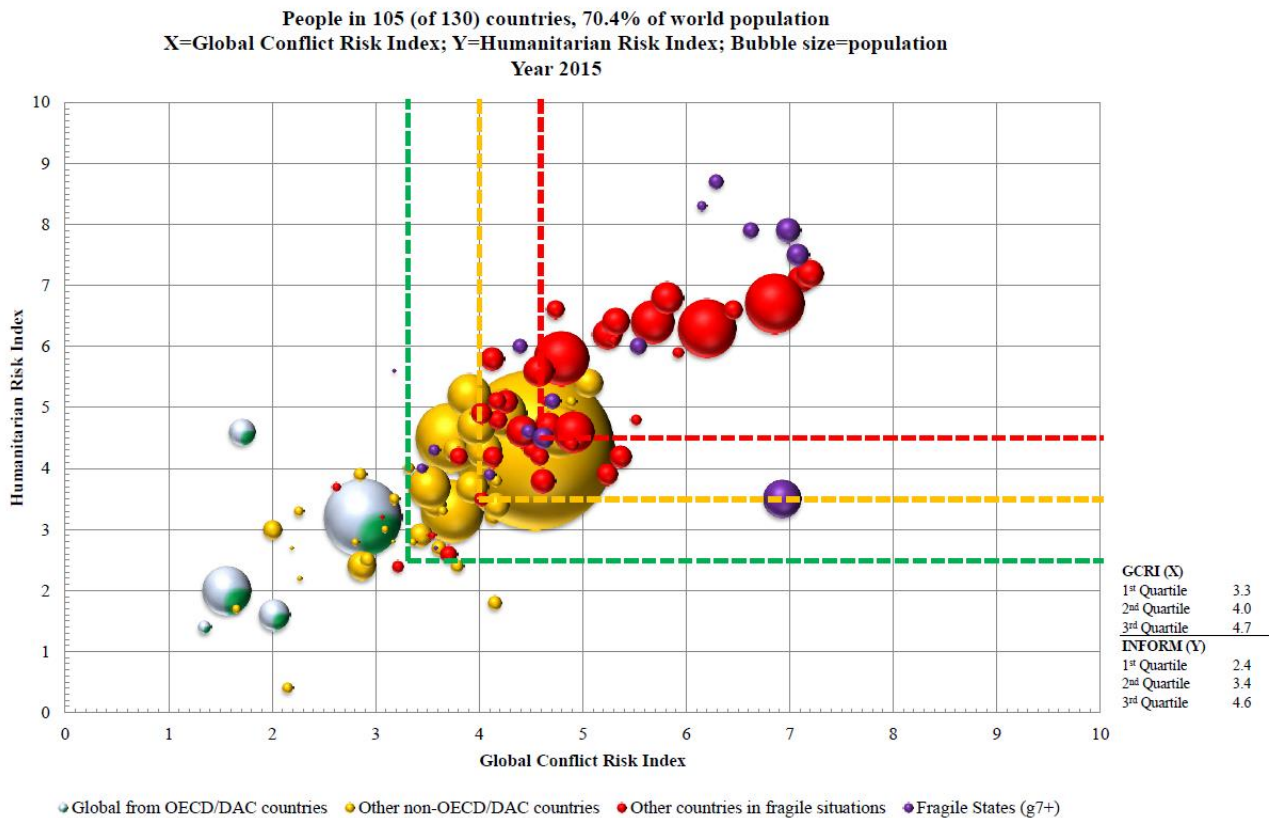


GAIN (X)	
1 <sup>st</sup> Quartile	40.7
2 <sup>nd</sup> Quartile	51.5
3 <sup>rd</sup> Quartile	61
INFORM (Y)	
1 <sup>st</sup> Quartile	2.4
2 <sup>nd</sup> Quartile	3.4
3 <sup>rd</sup> Quartile	4.6

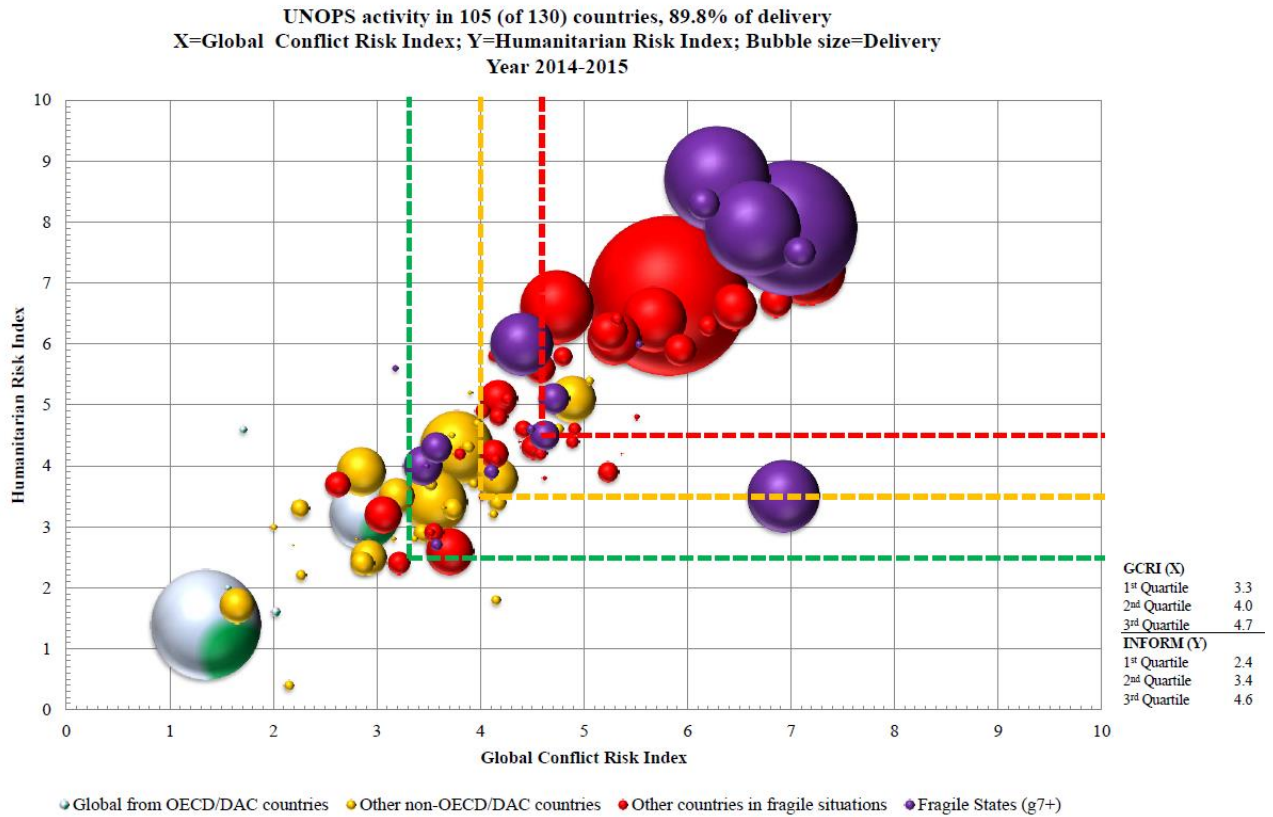
83. The below assessment against the risk indices clearly illustrates how the UNOPS activity has significant concentration in countries where people face the highest risks. For example, the average indices for the 27 countries in fragile situations where UNOPS had a sizeable presence, and 64 per cent of its activity over the biennium, all are significantly beyond the quartile for the 25 per cent of countries which face the highest level of risks on the three indices. The average risk levels for the 27 countries on the three indices are: (a) Humanitarian Risk Index 5.9; (b) Global Adaptation Risk Index: 39.4; and (c) Global Conflict Risk Index: 5.4.

84. The assessment against the three indices also illustrate that non-OECD countries, which are not considered to be in fragile situations as such, but where UNOPS had some 14 per cent of its activities, share risk profiles comparable to those of countries in fragile situations.

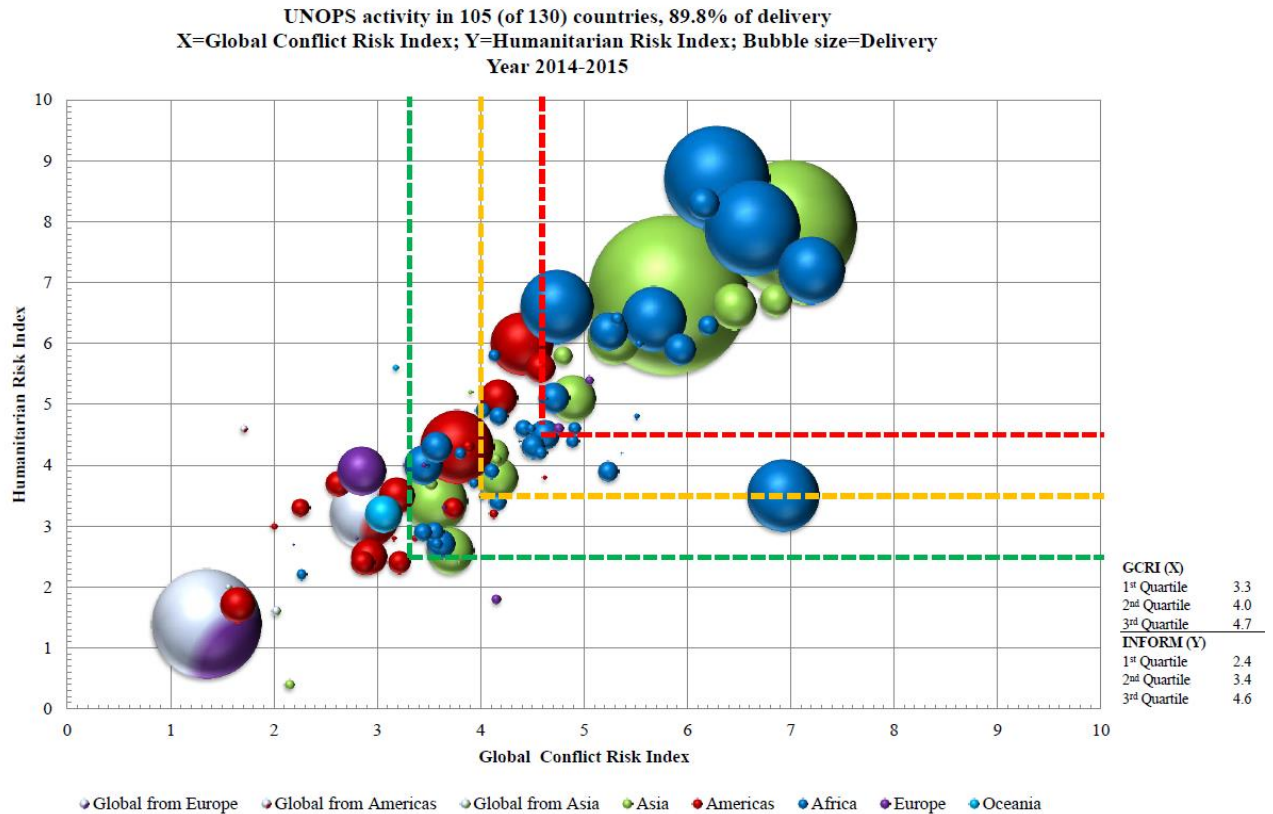
**I.B.05.a – People in country types – conflict and humanitarian risks**



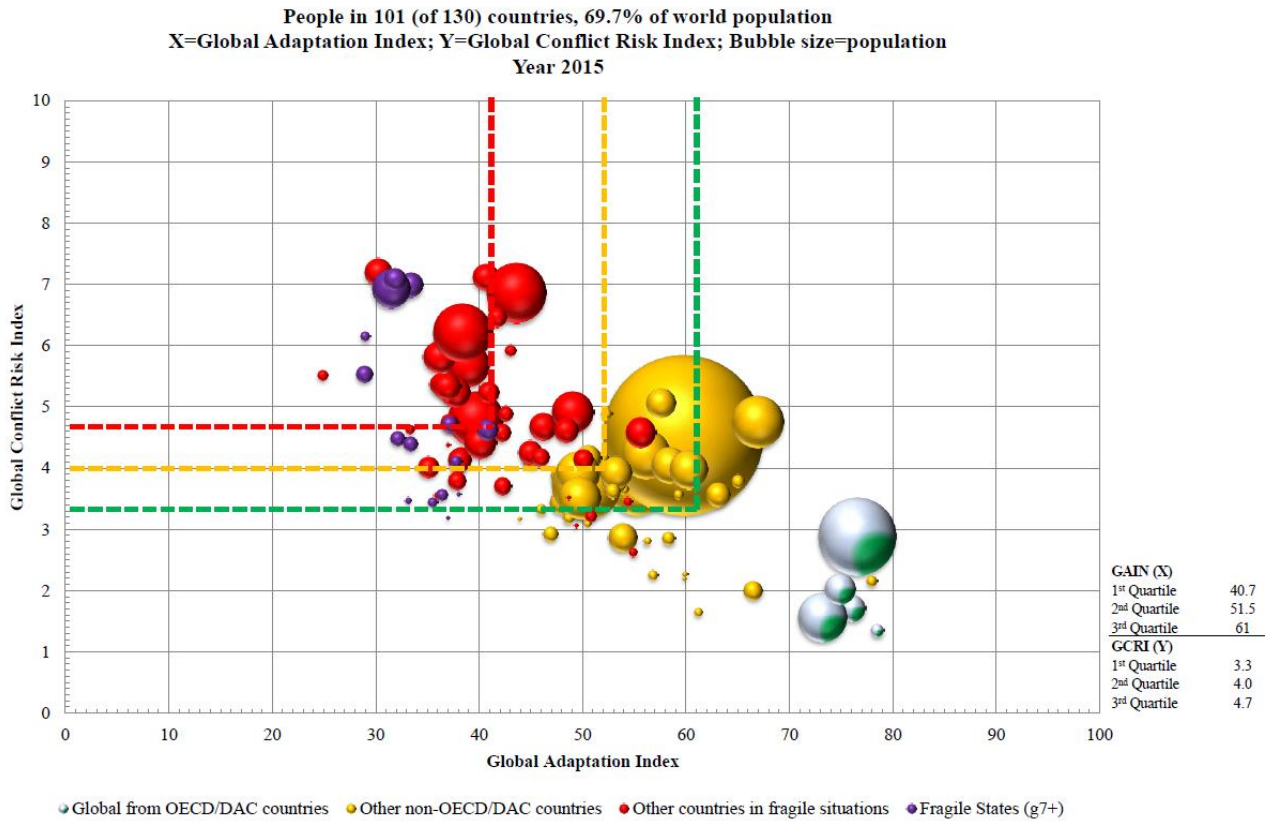
**I.B.05.b – UNOPS in country types – conflict and humanitarian risks**



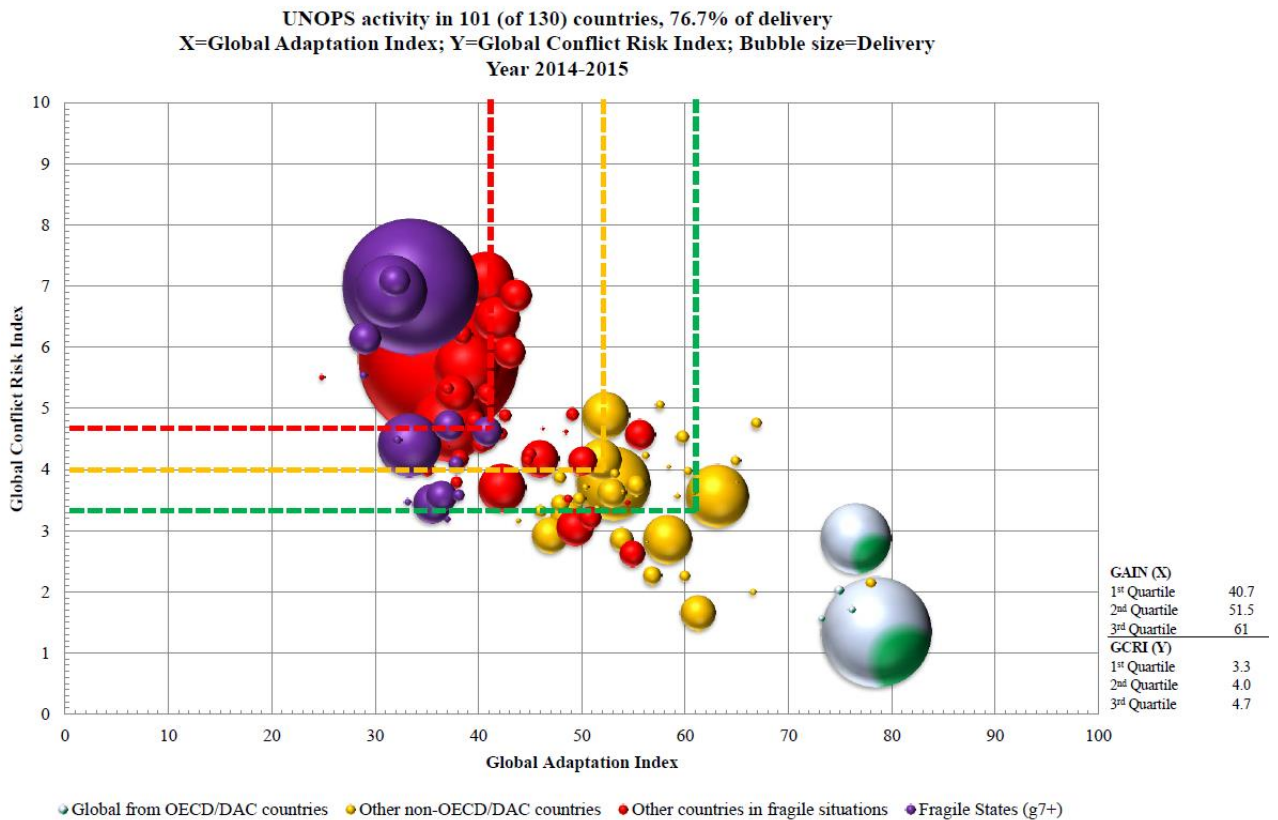
**I.B.05.c – UNOPS in countries – conflict and humanitarian risks**



**I.B.06.a – People in country types – adaptation and conflict risks**

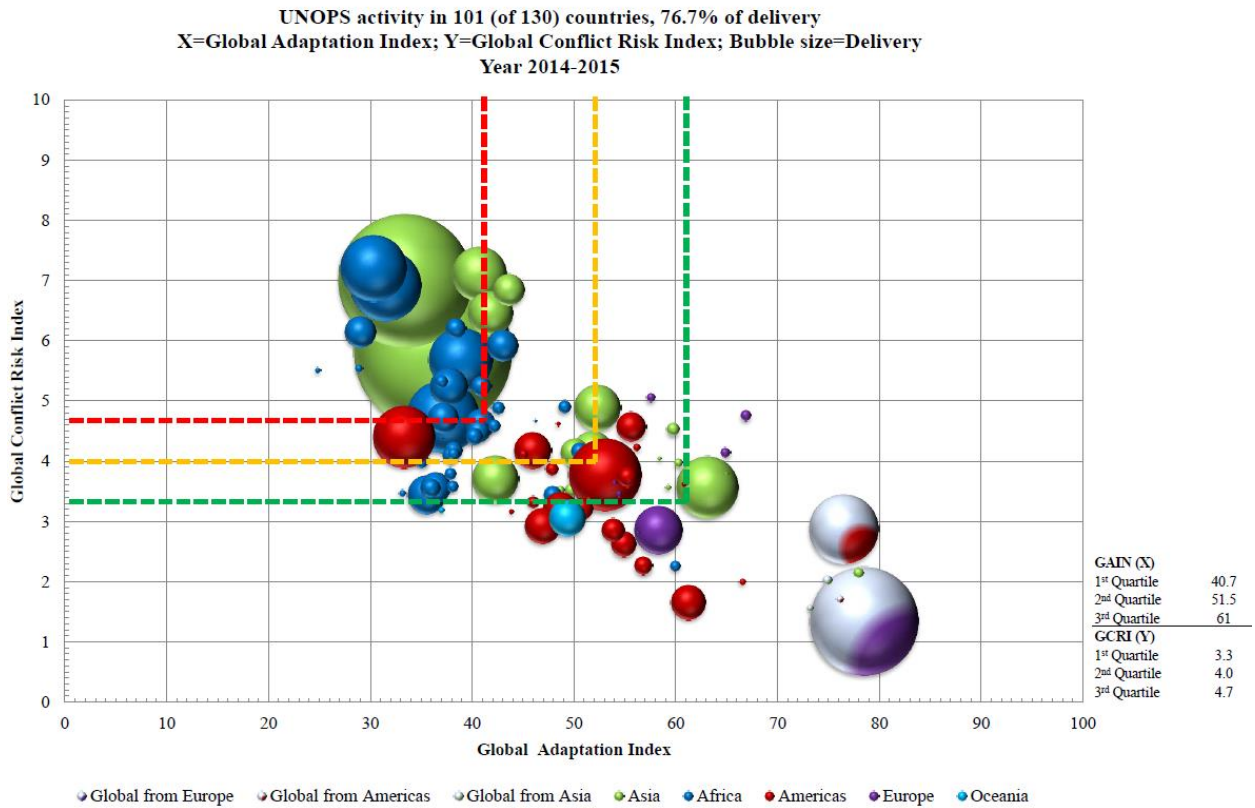


**I.B.06.b – UNOPS in country types – adaptation and conflict risks**

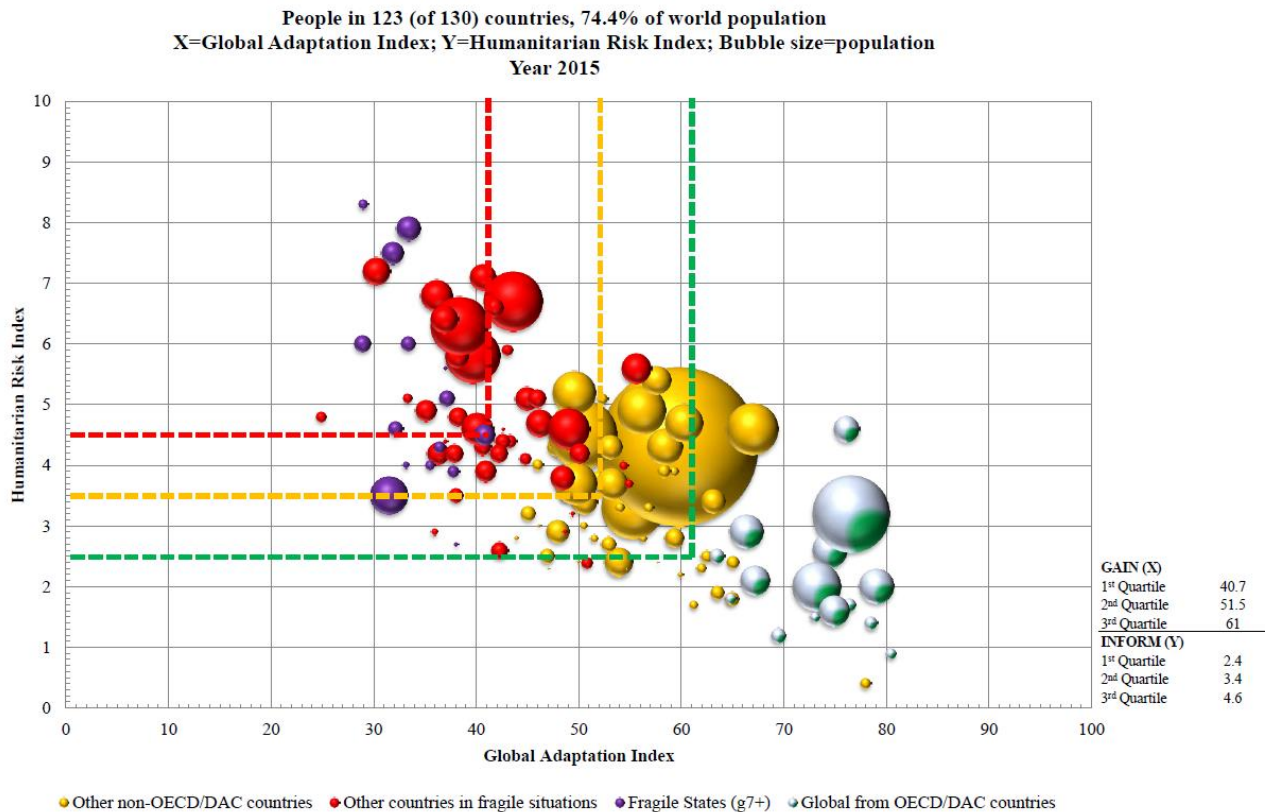




**I.B.06.c – UNOPS in countries – adaptation and conflict risks**

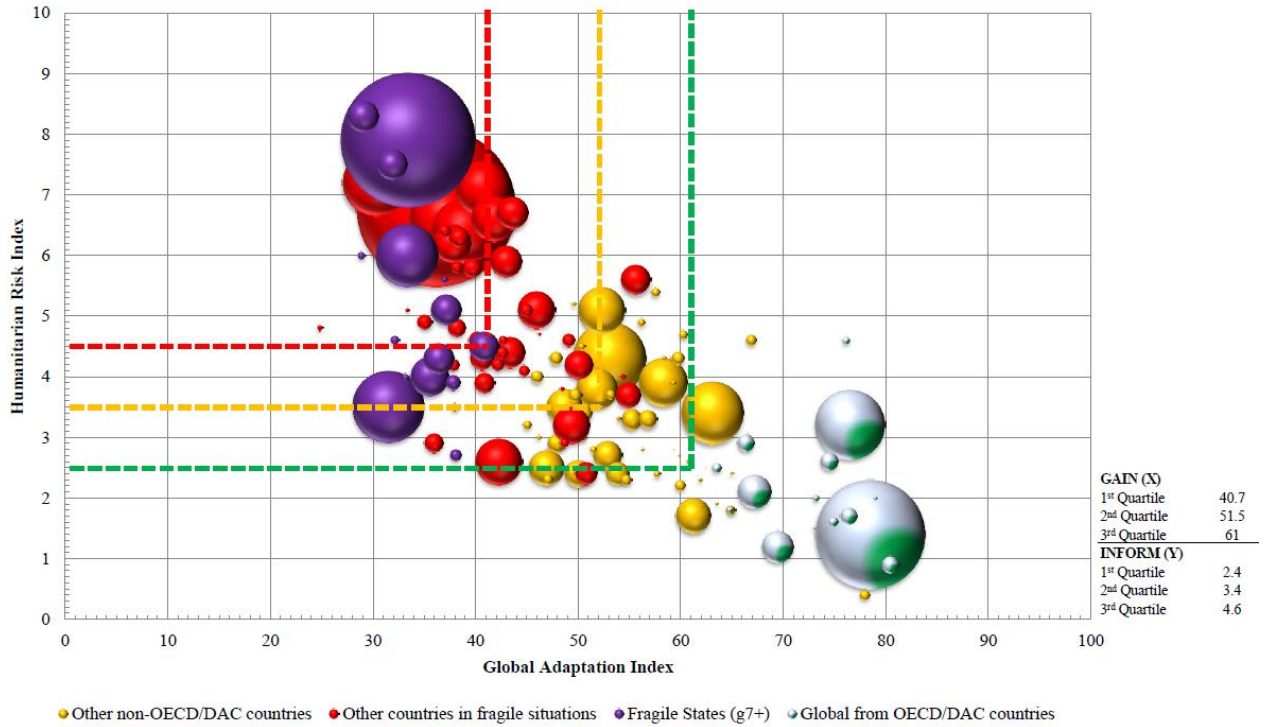


**I.B.07.a – People in country types – adaptation and humanitarian risks**



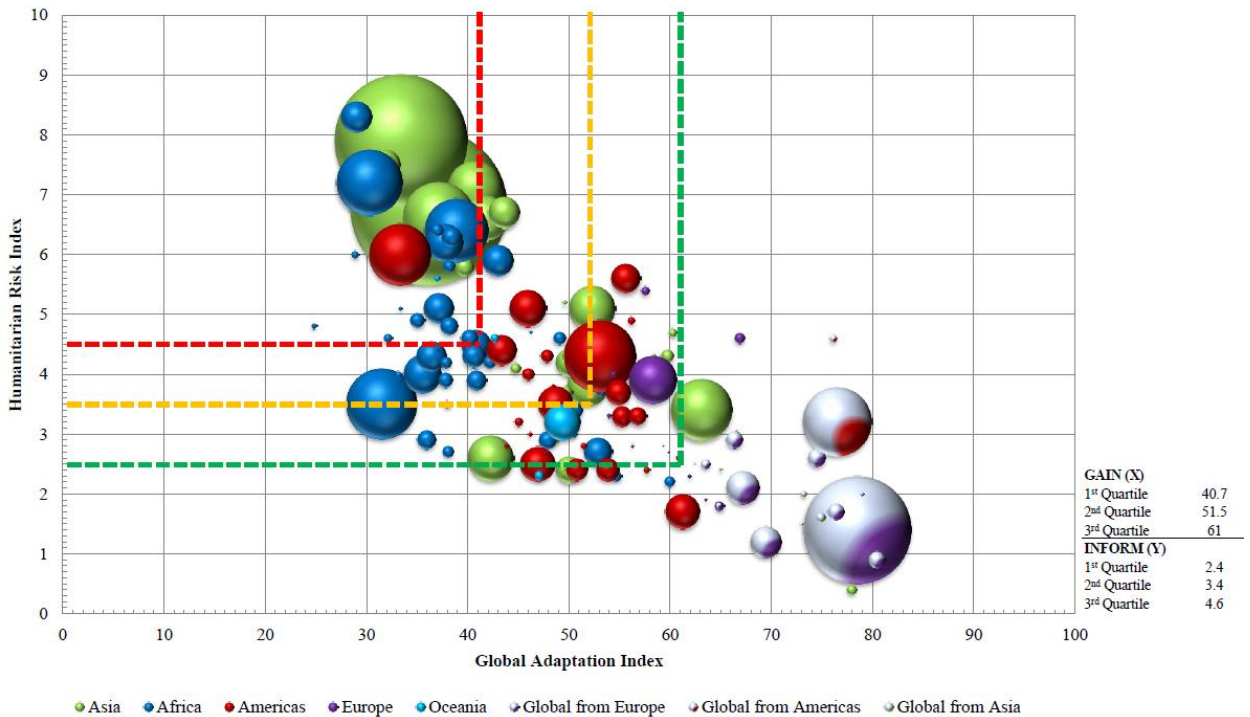
**I.B.07.b – UNOPS in country types – adaptation and humanitarian risks**

UNOPS activity in 123 (of 130) countries, 79.8% of delivery  
 X=Global Adaptation Index; Y=Humanitarian Risk Index; Bubble size=Delivery  
 Year 2014-2015

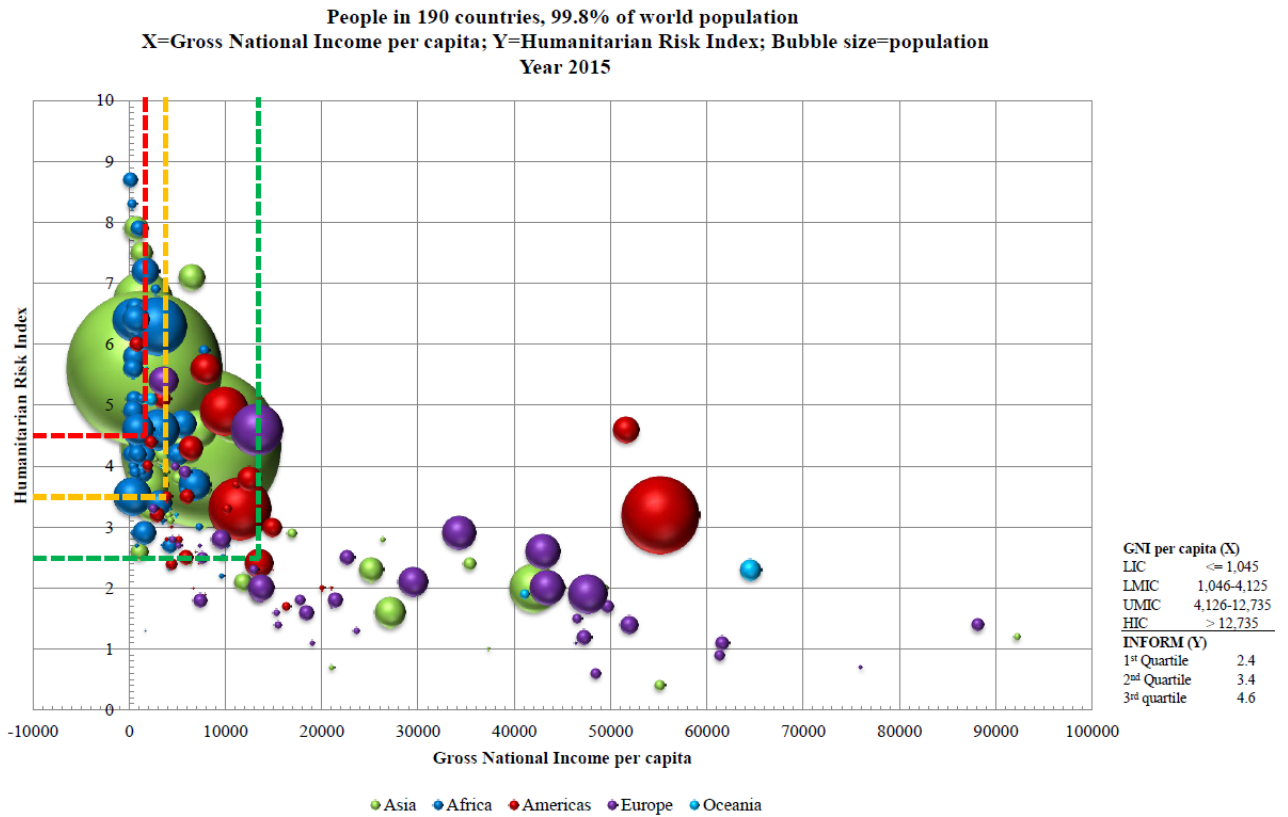


**I.B.07.c – UNOPS in countries – adaptation and humanitarian risks**

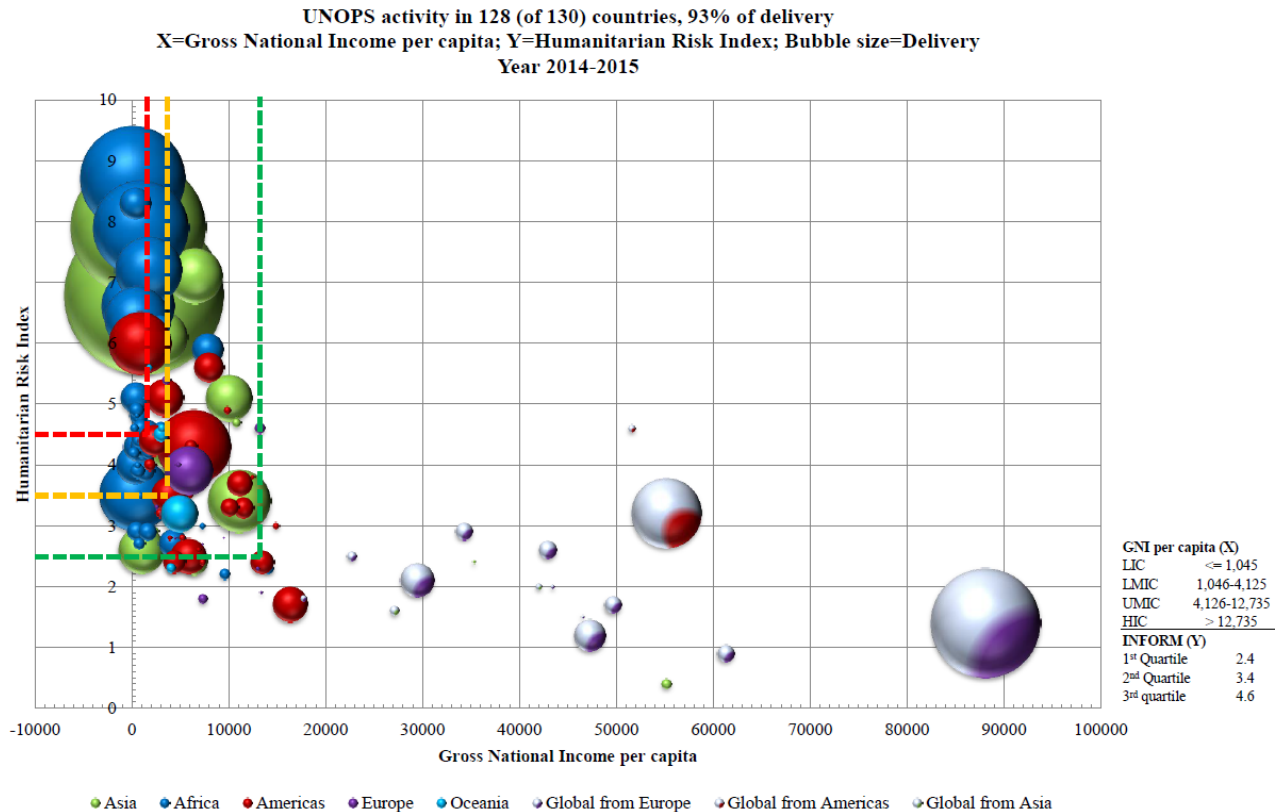
UNOPS activity in 123 (of 130) countries, 79.8% of delivery  
 X=Global Adaptation Index; Y=Humanitarian Risk Index; Bubble size=Delivery  
 Year 2014-2015



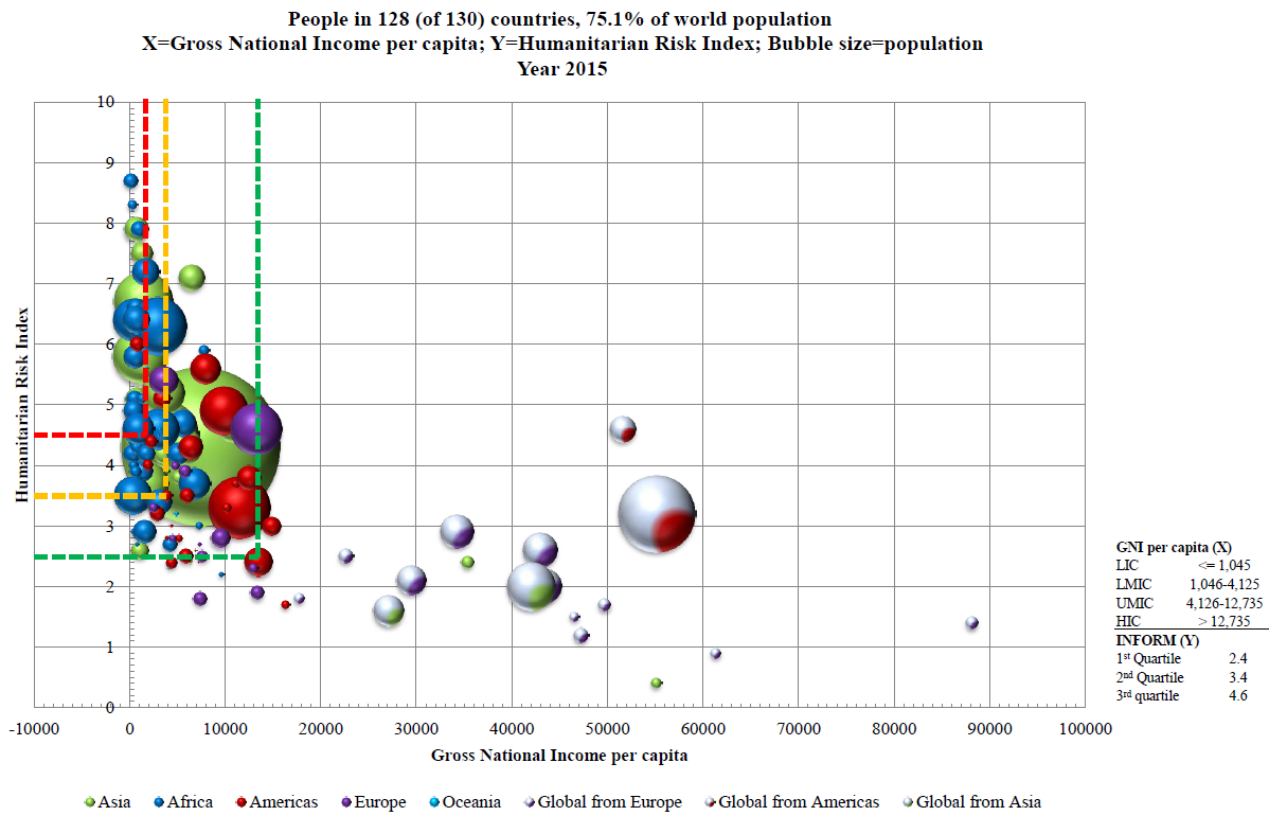
I.B.08.a – People in countries – GNI and humanitarian risks



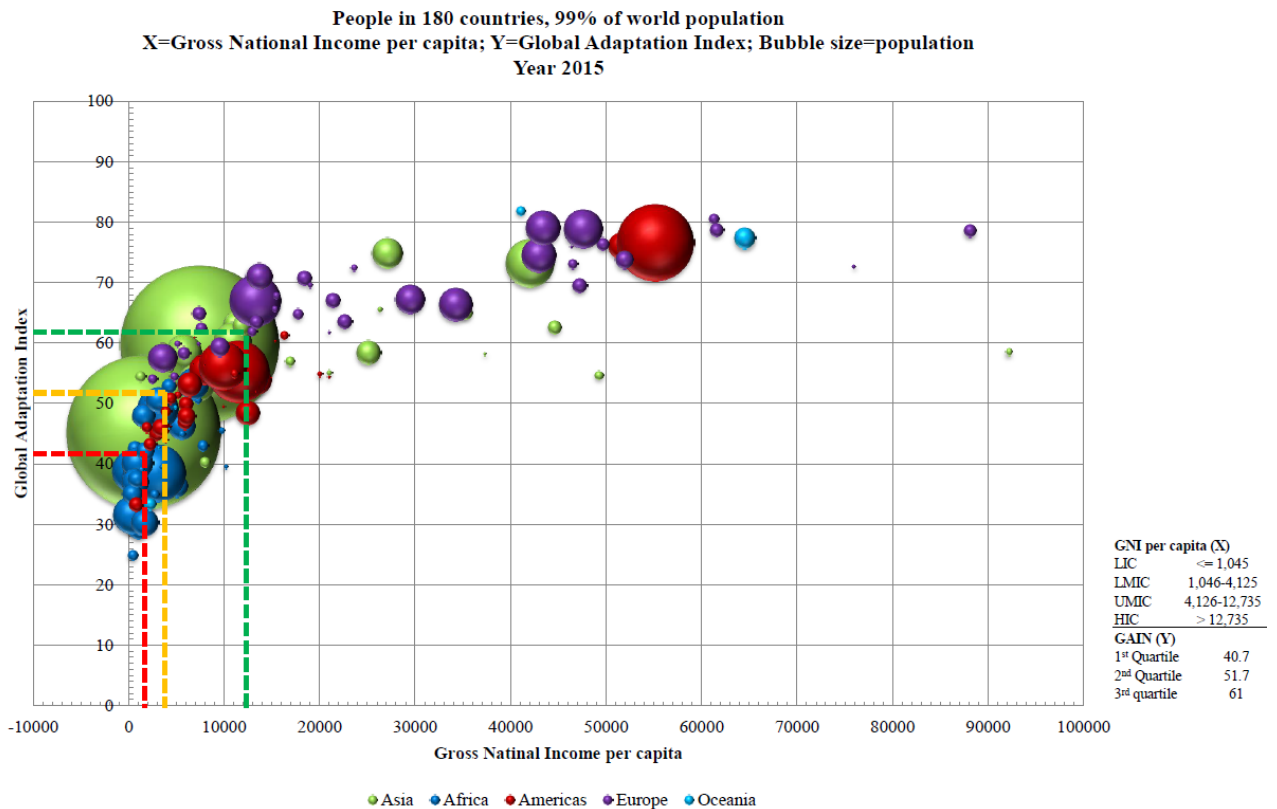
I.B.08.b – UNOPS in countries – GNI and humanitarian risks



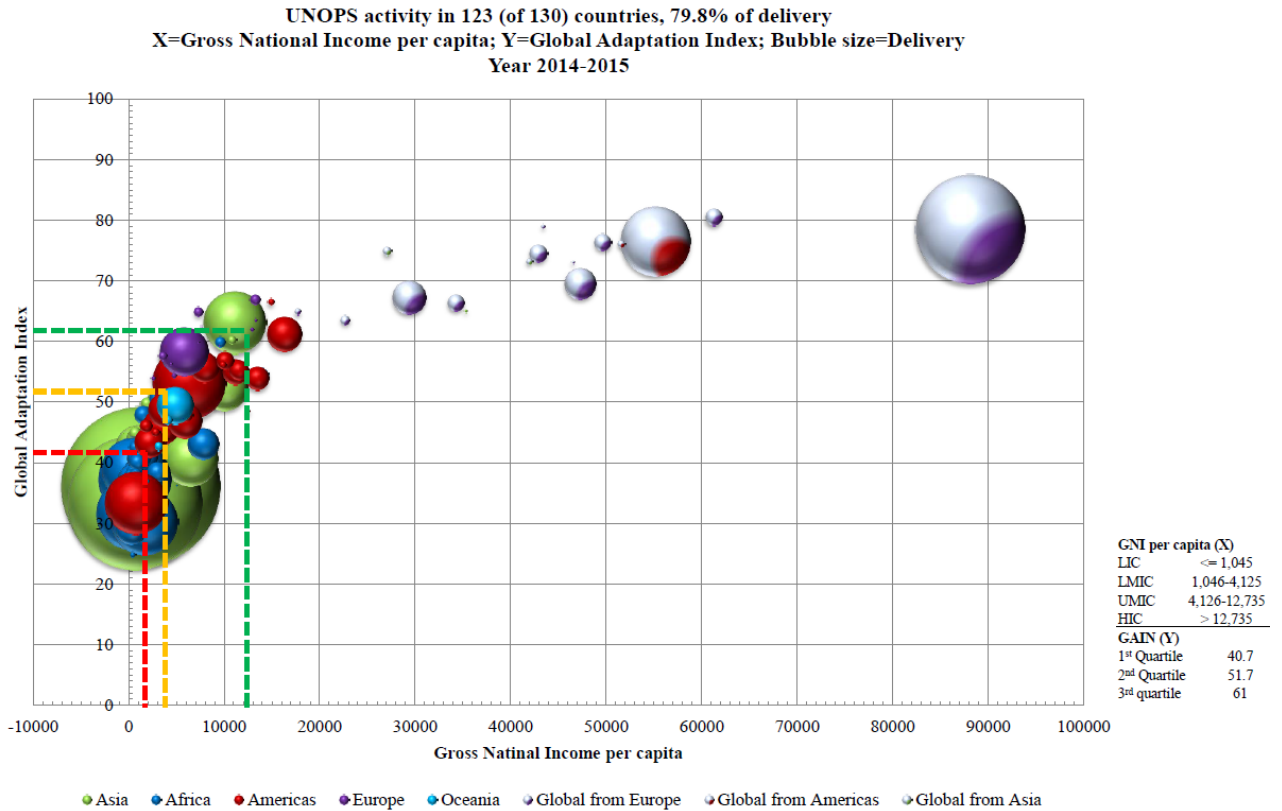
**I.B.08.c – People where UNOPS was active – GNI and humanitarian risks**



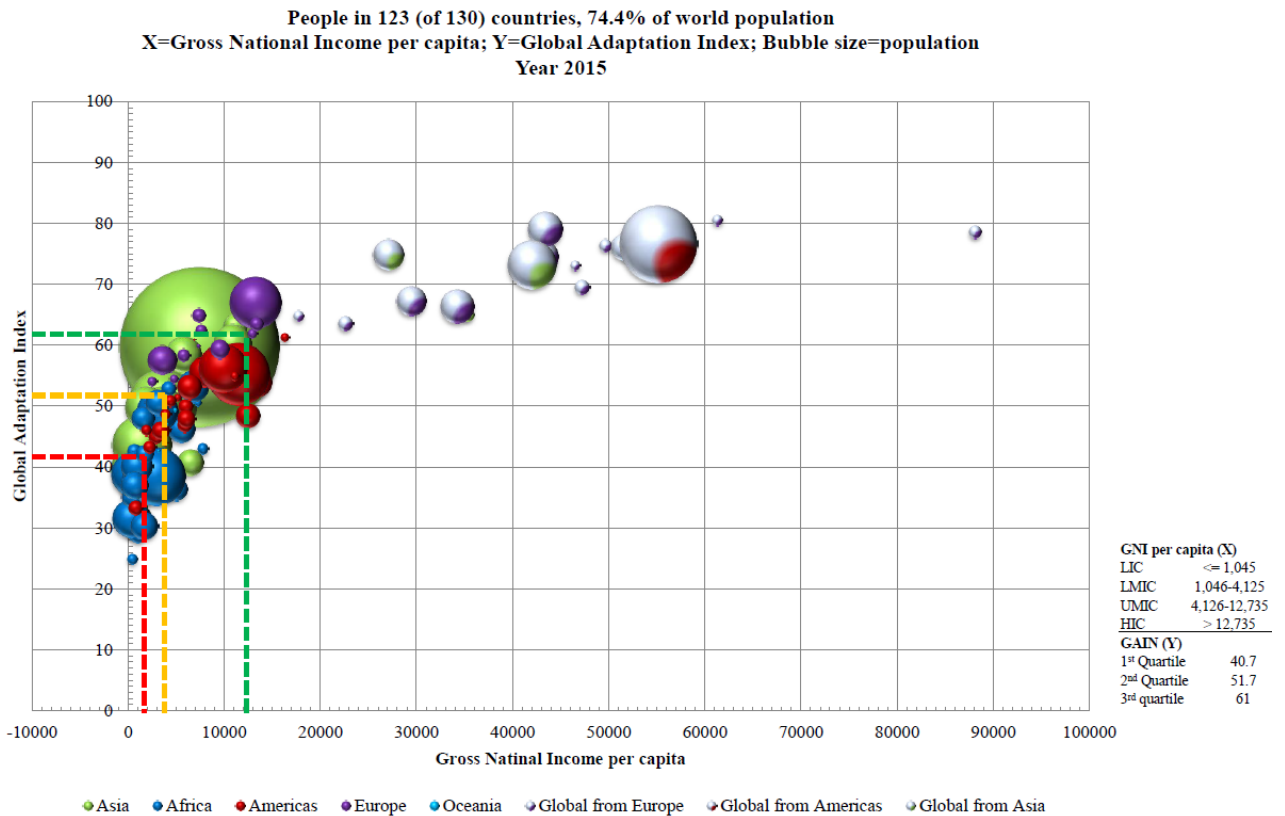
**I.B.09.a – People in countries – GNI and adaptation risks**



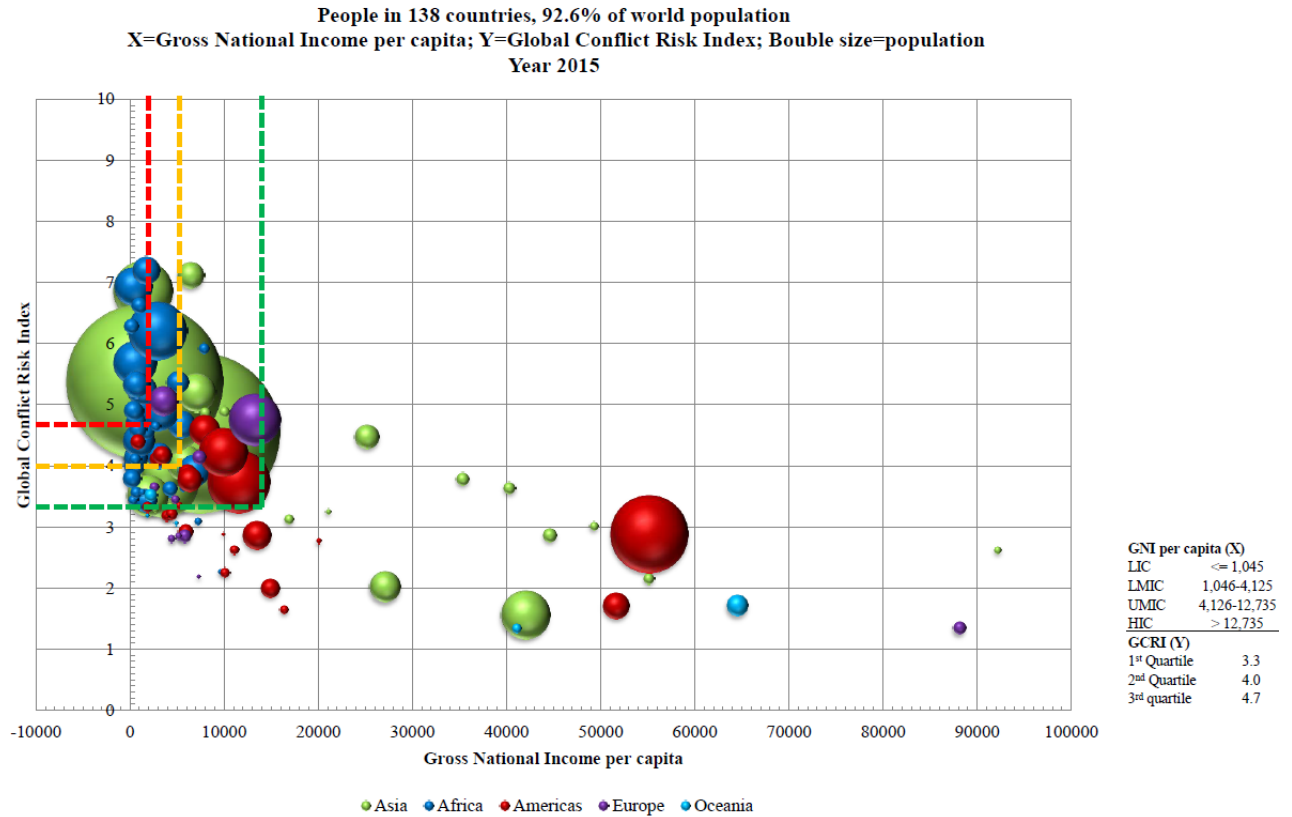
**I.B.09.b – UNOPS in countries – GNI and adaptation risks**



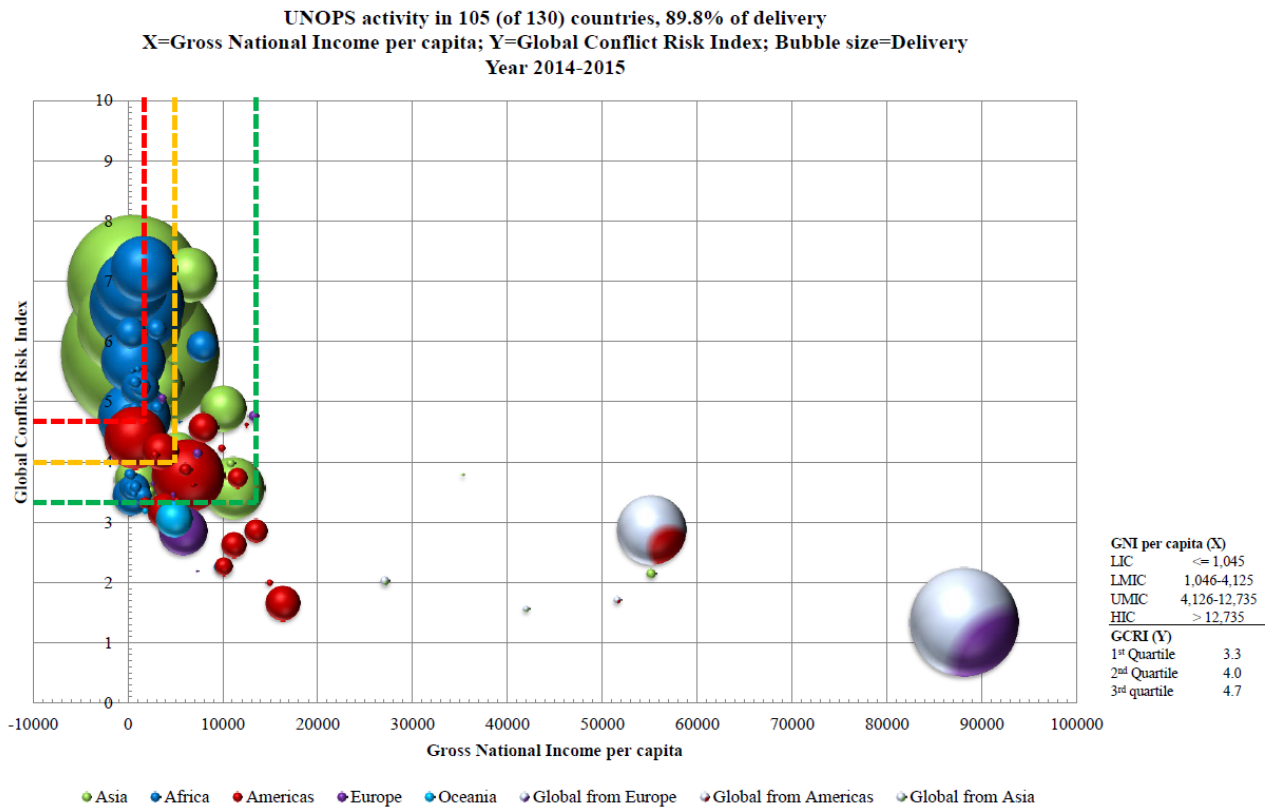
**I.B.09.c – People where UNOPS was active – GNI and adaptation risks**



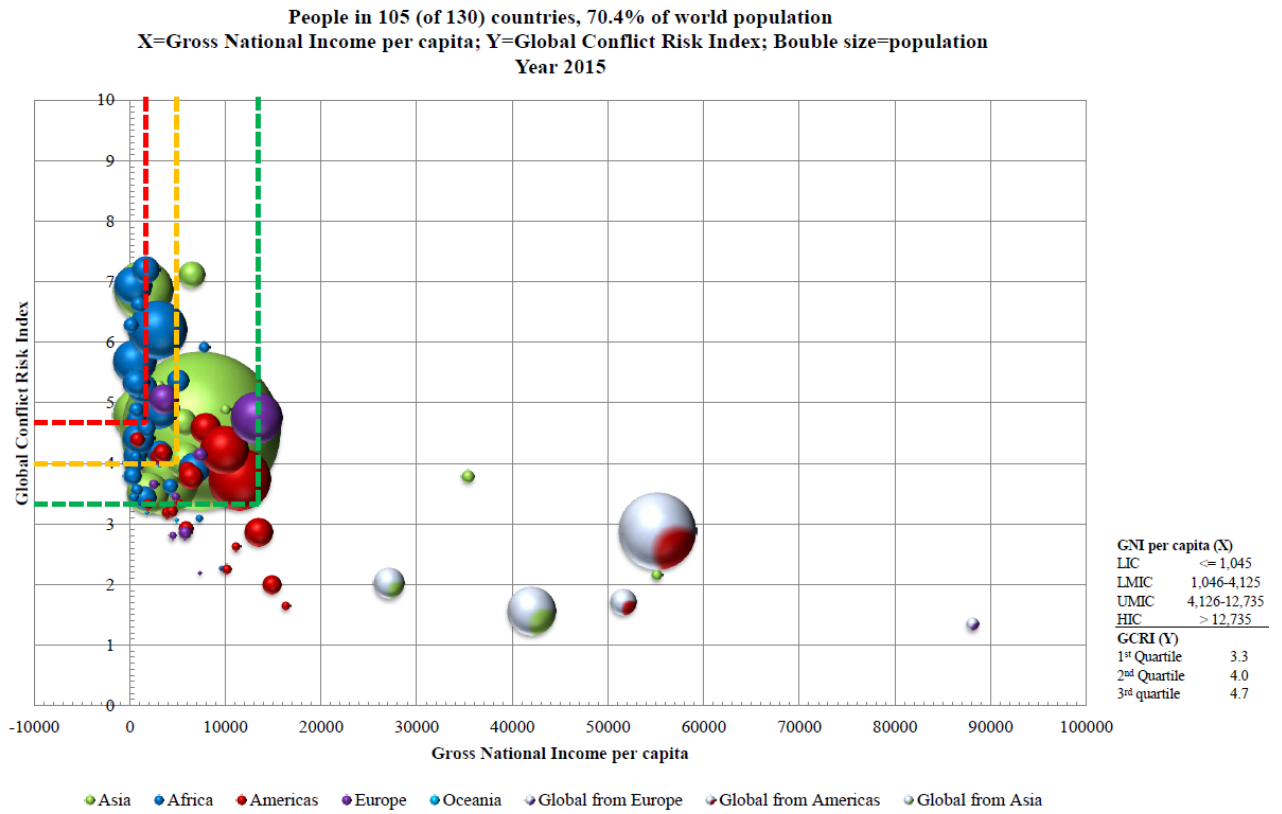
I.B.10.a – People in countries – GNI and conflict risks



I.B.10.b – UNOPS in countries – GNI and conflict risks



I.B.10.c – People where UNOPS was active – GNI and conflict risks



I.B.11.a – Source data – 232 countries and territories

Country data - 232 countries

Region (DESA)	Country/Territory (ISO 3166)	UN MS (2012)	LDCs (48)	LIDCs (32)	SIDS (57)	#7+ (20)	IS in 14-15 (52)	IS 2 of 5 dim. (70)	OECD DAC (28)	HDI (2014)	CFI (2015)	INFORM Index	GAIN Index	G-CRI Index	GNI (2015)	IDPs (2014)	Population (2015)	Delivery (2014-2015)	Country typology
<b>Geographical activities</b>																			
<b>Africa</b>	ALGERIA	y						y		0.74	36	4.7	46	4.7	5,490		39,666,519	100,043	
	ANGOLA	y	y					y	y	0.53	15	4.2	36	5.4	5,041		25,021,974	41,893	
	BENIN	y	y					y		0.48	37	3.5	38	4.0	890		10,879,829	793,150	
	BOTSWANA	y		y						0.70	63	3	51	3.1	7,240		2,262,485	425,630	
	BURKINA FASO	y	y	y				y	y	0.40	38	4.8	38	4.2	700		18,105,570	4,478,046	
	BURUNDI	y	y	y				y	y	0.40	21	4.6	32	4.5	270	77,600	11,178,921	934,305	
	CABO VERDE	y			y					0.65	55	2.7	49		3,450		520,502		
	CAMEROON	y						y	y	0.51	27	3.9	41	5.2	1,350	40,000	23,344,179	5,808,352	
	CENTRAL AFRICAN REPUBLIC	y	y	y				y	y	0.35	24	8.3	29	6.2	320	438,500	4,900,274	14,284,173	
	CHAD	y	y	y				y	y	0.39	22	6	29	5.5	980	71,000	14,037,472	772,621	
	COMOROS	y	y		y			y	y	0.50	26	2.7	38	3.6	790		788,474	1,778,297	
	CONGO, DR.	y	y					y	y	0.43	22	3.5	32	6.9	380	2,756,600	77,266,814	76,392,324	
	CONGO, REPUBLIC OF	y						y	y	0.59	23	6.9	35	4.6	2,720	7,800	4,620,330		
	CÔTE D'IVOIRE	y						y	y	0.46	32	4.5	41	4.6	1,450	300,900	22,701,556	12,716,512	
	DJIBOUTI	y	y					y		0.47	34	4.4	37	4.4	1,781		887,861	26,022	
	EGYPT	y						y		0.69	36	4.6	49	4.9	3,050		91,508,084	2,306,713	
	EQUATORIAL GUINEA	y	y					y		0.59		2.7	40	3.9	10,210		845,060		
	ERITREA	y	y					y	y	0.39	18	4.8	25	5.5	480	10,000	5,227,791	333,127	
	ETHIOPIA	y	y	y				y	y	0.44	33	6.4	39	5.7	550	397,241	99,390,750	62,692,713	
	GABON	y								0.68	34	2.5	46	3.8	9,720		1,725,292		
	GAMBIA	y	y					y		0.44	28	2.9	36	3.6	500		1,990,924	5,213,350	
	GHANA	y								0.58	47	2.9	48	3.4	1,590		27,409,893	4,360,427	
	GUINEA	y	y					y	y	0.41	25	5.1	37	4.7	470		12,608,590	13,349,624	
	GUINEA-BISSAU	y	y		y			y	y	0.42	17	4	33	3.5	550		1,844,325	557,330	
	KENYA	y						y	y	0.55	25	6.2	38	5.2	1,290	309,200	46,050,302	20,981,489	
	LESOTHO	y	y	y				y		0.50	44	3.9	39	3.6	1,330		2,135,022		
	LIBERIA	y	y					y	y	0.43	37	4	36	3.4	370	23,000	4,503,438	21,919,490	
	LIBYA	y						y	y	0.72	16	5.9	43	5.9	7,820	400,000	6,278,438	14,667,137	
	MADAGASCAR	y	y					y	y	0.51	28	4.9	35	4.0	440		24,235,390	3,157,540	
	MALAWI	y	y	y				y	y	0.45	31	4.2	38	3.8	250		17,215,232	1,897,465	
	MALI	y	y	y				y	y	0.42	35	6.6	37	4.7	650	61,600	17,599,694	79,079,602	
	MAURITANIA	y	y					y	y	0.51	31	5.1	33	4.6	1,270		4,067,564	189,425	
	MAURITIUS	y			y					0.78	53	2.2	60	2.3	9,630		1,273,212	1,398,647	
	MAYOTTE																240,015		
	MOROCCO	y								0.63	36	3.4	51	4.2	3,070		34,377,511	4,070,186	
	MOZAMBIQUE	y	y					y		0.42	31	5.8	38	4.1	600		27,977,863	1,861,009	
	NAMIBIA	y								0.63	53	3.6	45	3.6	5,630		2,458,830		
	NIGER	y	y	y				y	y	0.35	34	5.6	35	4.9	410	11,000	19,899,120		
	NIGERIA	y						y	y	0.51	26	6.3	38	6.2	2,970	1,075,300	182,201,962	5,525,891	
	REUNION																861,154		
	RWANDA	y	y	y				y	y	0.48	54	4.4	43	4.9	700		11,609,666	2,402,567	
	SAINT HELENA																3,961		
	SAO TOME AND PRINCIPE	y	y		y			y		0.56	42	1.3	39		1,670		190,344		
	SENEGAL	y	y							0.47	44	4.3	41	4.5	1,050	24,000	15,129,273	7,965,859	
	SEYCHELLES	y			y					0.77	55	2.3	55		14,100		96,471	1,666,342	
	SIERRA LEONE	y	y					y	y	0.41	29	4.3	36	3.6	700		6,453,184	13,309,785	
SOMALIA	y	y					y	y		8	8.7		6.3	128	1,106,751	10,787,104	162,691,371		
SOUTH AFRICA	y								0.67	44	3.7	53	3.9	6,800		54,490,406	1,122,759		
SOUTH SUDAN	y	y	y				y	y	0.47	15	7.9		6.6	970	1,498,200	12,339,812	134,079,768		
SUDAN	y	y					y	y	0.48	12	7.2	30	7.2	1,710	3,100,000	40,234,882	66,487,672		
SWAZILAND	y		y				y		0.53		3.1	40	4.1	3,550		1,286,970			
TANZANIA, UR.	y	y							0.52	30	4.6	40	4.4	920		53,470,420	4,014,358		
TOGO	y	y					y	y	0.48	32	3.9	38	4.1	570	10,000	7,304,578	3,139,859		
TUNISIA	y								0.72	38	2.7	53	3.6	4,230		11,253,554	12,170,919		
UGANDA	y	y	y				y	y	0.48	25	6.4	37	5.3	670	29,800	39,032,383	2,246,128		
WESTERN SAHARA																572,540	6,536,638		
ZAMBIA	y	y	y				y		0.59	38	4.2	42	4.6	1,680		16,211,767	2,197,234		
ZIMBABWE	y		y				y	y	0.51	21	4.2	37	4.6	840	36,000	15,602,751			





	KOREA, DPR	y								8	4.4		4.5	622		25,155,317	646,868				
	KUWAIT	y								0.82	49	2	55	3.0	49,300	3,892,115					
	KYRGYZSTAN	y		y						0.66	28	3.3	54	4.1	1,250	5,939,962					
	LAO PDR	y	y	y					y	0.58	25	4.1	45	4.1	1,660	4,500	6,802,023	1,517,578			
	LEBANON	y								0.77	28	5.1	52	4.9	10,030	19,719	5,850,743	31,815,560			
	MACAU														76270		587,606				
	MALAYSIA	y								0.78	50	3.4	63	3.6	11,120		30,331,007	58,479,409			
	MALDIVES	y			y					0.71		2.4	50		6,410		363,657	9,960,677			
	MONGOLIA	y		y						0.727	39	3.1	55.6	3.34	4280		2,959,134				
	MYANMAR	y	y						y	0.54	22	6.8	36	5.8	1,270	645,261	53,897,154	377,396,204			
	NEPAL	y	y	y					y	0.55	27	5.1	45	4.3	730	50,000	28,513,700	2,359,173			
	OMAN	y								0.79	45	2.9	57	3.1	16,870		4,490,541				
	PAKISTAN	y							y	0.54	30	6.7	44	6.9	1,400	1,900,000	188,924,874	15,004,748			
	PALESTINE, STATE OF								y	0.68		6.1		5.3	3,060	275,000	4,668,466	42,274,764			
	PHILIPPINES	y								0.67	35	5.2	50	3.9	3,500	77,700	100,699,395	226,854			
	QATAR	y								0.85	71	1.2	58	2.6	92,200		2,235,355				
	SAUDI ARABIA	y								0.84	52	2.3	58	4.5	25,140		31,540,372				
	SINGAPORE	y			y					0.91	85	0.4	78	2.2	55,150		5,603,740	1,378,622			
	SRI LANKA	y							y	0.76	37	4.2	50	4.1	3,460	90,000	20,715,010	11,458,007			
	SYRIA	y							y	0.59	18	6.6	42	6.5	1,573	7,600,000	18,502,413	29,656,467			
	TAJIKISTAN	y		y					y	0.62	26	4	47	4.8	1,080		8,481,855				
	THAILAND	y								0.73	38	4.3	58	4.0	5,780	35,000	67,959,359	204,949			
	TIMOR-LESTE	y	y		y	y	y	y		0.59	28	4.1	39	3.3	2,680	900	1,184,765				
	TURKEY	y								0.76	42	4.7	60	4.0	10,830	953,700	78,665,830	1,049,922			
	TURKMENISTAN	y		y					y	0.69	18	3.6	40	4.9	8,020	4,000	5,373,502				
	UNITED ARAB EMIRATES	y								0.84	70	2	63	2.9	44,600		9,156,963				
	UZBEKISTAN	y		y						0.68	19	3.3	48	4.9	2,090	3,400	29,893,488				
	VIET NAM	y								0.67	31	3.7	50	3.5	1,890		93,447,601	2,274,844			
	YEMEN	y	y						y	0.50	18	7.5	32	7.1	1,300	334,090	26,832,215	14,084,300			
Europe	ALBANIA	y								0.73	36	2.8	56	2.8	4,450		2,896,679	73,332			
	ANDORRA	y								0.84					43,270		70,473				
	BELARUS	y								0.80	32	1.8	65	4.1	7,340		9,495,826	1,125,743			
	BOSNIA AND HERZEGOVINA	y							y	0.73	38	4	54	3.5	4,760	100,400	3,810,416	369,912			
	BULGARIA	y								0.78	41	2.5	62		7,620		7,149,787	12,842			
	CHANNEL ISLANDS																163,692				
	CROATIA	y								0.82	51	2.3	62		12,980		4,240,317	162,385			
	CZECH REPUBLIC								y	0.87	56	1.6	71		18,370		10,543,186				
	ESTONIA	y								0.86	70	1.1	70		19,030		1,312,558				
	FAROE ISLANDS																	48,199			
	FINLAND	y								y	0.88	90	0.6	79		48,420		5,503,457			
	GERMANY	y								y	0.92	81	1.9	79		47,640		80,688,545			
	GIBRALTAR																	32,217			
	HUNGARY	y									0.83	51	1.9	64		13,340		9,855,023	102,186		
	ICELAND	y								y	0.90	79	1.1	76		46,350		329,425			
	ISLE OF MAN																	87,780			
	KOSOVO									y	33					3,990	17,113	1,870,981	6,639,208		
	LATVIA	y									0.82	55	1.6	66		15,280		1,970,503			
	LIECHTENSTEIN	y									0.91		1.1			119,918		37,531			
	LITHUANIA	y									0.84	61	1.4	68		15,430		2,878,405			
	LUXEMBOURG	y								y	0.89	81	0.7	73		75,990		567,110			
MACEDONIA, THE FORMER YUGOSLAV	y		y							0.75	42	2.7	60	2.8	5,150	224	2,078,453				
MALTA	y									0.84	56	1.7	62		21,000		418,670				
	MOLDOVA, R	y		y						0.69	33	3.3	54	3.6	2,560		4,068,897	246,271			
	MONACO	y															37,731				
	MONTENEGRO	y								0.80	44	2.7	60	2.2	7,320		625,781	28,995			
	NETHERLANDS	y							y	0.92	87	1.4	74		51,890		16,924,929				
	NORWAY	y								y	0.94	87	1	81	1.7	103,630		5,210,967			
	POLAND	y								y	0.84	62	2	71		13,690		38,611,794			
	PORTUGAL	y								y	0.83	63	1.8	67		21,360		10,349,803			
	ROMANIA	y									0.79	46	2.8	59		9,520		19,511,324	14,583		
	RUSSIAN FEDERATION	y									0.80	29	4.6	67	4.8	13,220	25,378	143,456,918	1,557,053		
	SAN MARINO	y																31,781			
	SERBIA	y									0.77	40	3.9	58	2.9	5,820	97,300	8,850,975	34,520,740		
	SLOVENIA	y								y	0.88	60	1.3	72		23,580		2,067,526			
	SWEDEN	y									y	0.91	89	1.1	79		61,610		9,779,426		
	UKRAINE	y									0.75	27	5.4	58	5.1	3,560	646,500	44,823,765	1,059,065		
	VATICAN CITY STATE (HOLY SEE)																	800			

