

UNOPS SUSTAINABILITY REPORT



CASE STUDY



RESEARCH

Research is the first step before beginning on any new project

What we concentrate on

- latest trends and changes
- the use of typography
- how designers solve various characteristic themes
- infographics and other data visualisation approaches
- overall tendencies in sustainability reporting

For on-line publishing

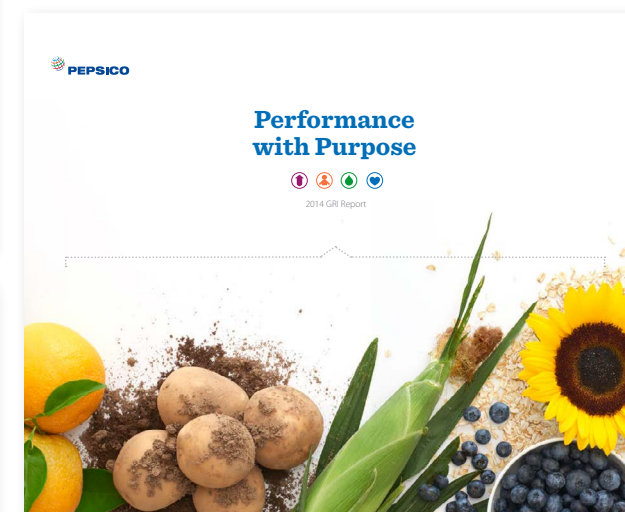
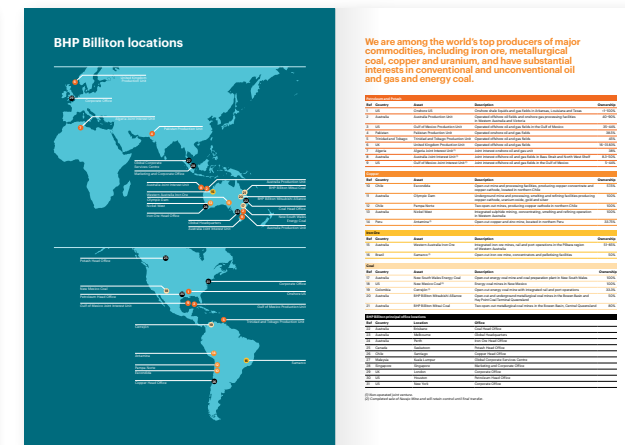
- new possibilities in interactivity
- rich media use
- e-pub versions
- new trends in on-line publishing
- additional content such as case studies or interviews, interactive infographics and so on

Important aspect

- examine how the different products aim at their target audiences through their design and content



1 WEEK





INITIAL MEETING

Personal meeting between key staff members

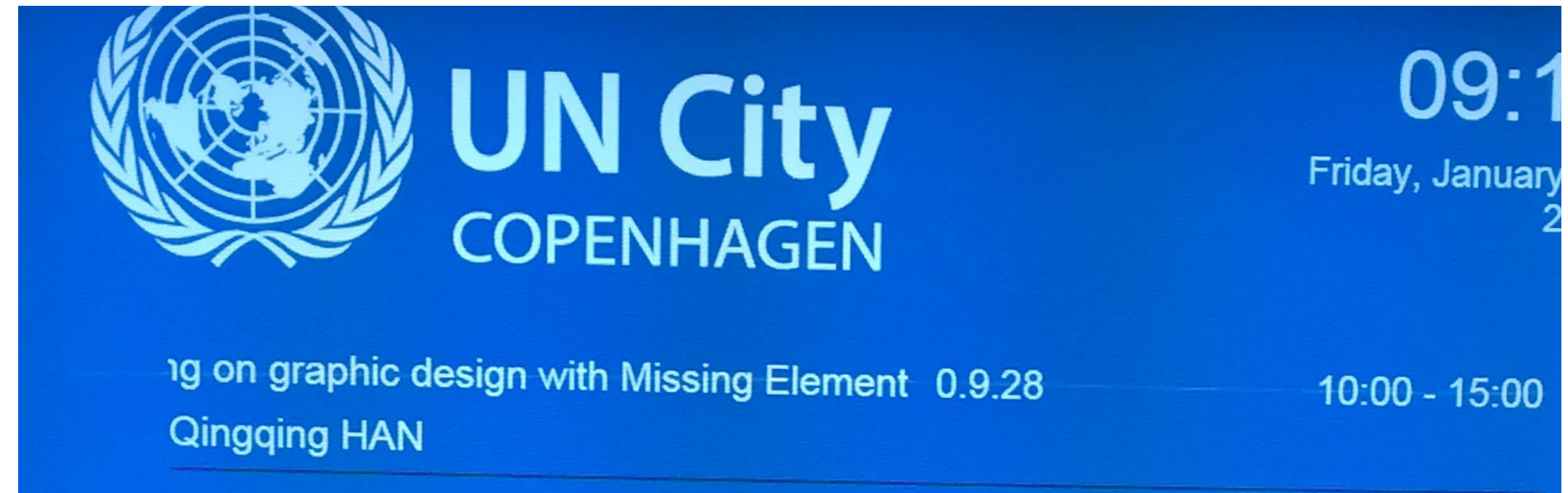
- the teams introduction
- better communication and problem solving, workflow optimization
- methodology & quality assurance
- communication tools
- data sharing & status tracking
- overall job specifications and technology-oriented issues

UNOPS introduced their team

- sustainability report – the first flag ship for UN
- key documents were reviewed

Together

- analysis of all key UNOPS communication products (print and on-line) based on their content and design
- target audiences
- Communication Brief (define main goals, provide background information)
- time plan



UNOPS STRATEGIC PLAN, 2014-2017

SUSTAINABILITY, FOCUS & EXCELLENCE





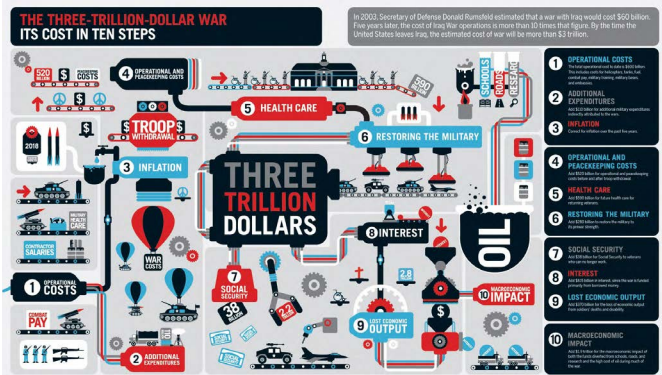
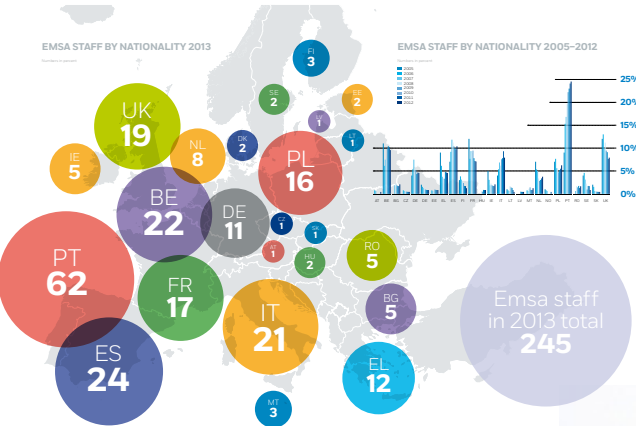
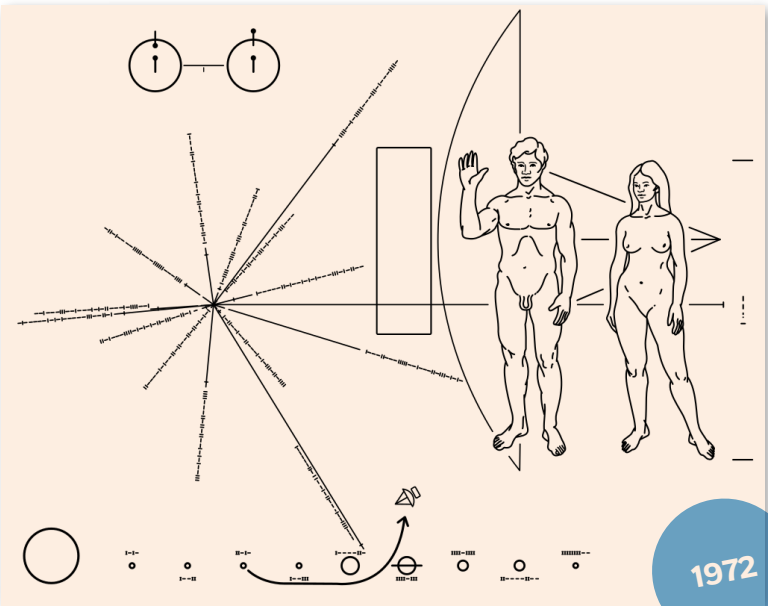
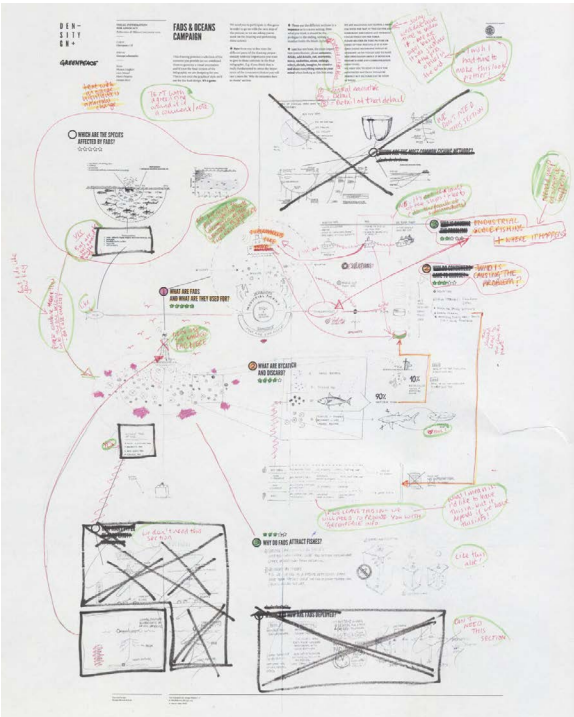
INFOGRAPHIC DESIGN WORKSHOP

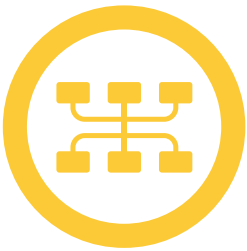
Presentation of methodology of infographic design followed by a discussion

- history of data visualisation
- approaches and design styles of infographics (from simple 2D infographics to more complicated and creative)

Analysis of UNOPS communication needs

- to choose direction for UNOPS infographics
- to establish approach for providing data
- to agree on best design solution





REPORT STRUCTURE WORKSHOP

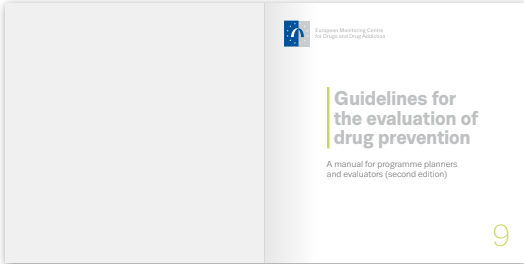
ME presented content segmentation of the publication followed by a discussion

- layout grid
- orientation system of the publication (contents page, section divider pages, pagination, headers...)
- hierarchy of attention
- information segmenting (special text boxes, placement, composition...)

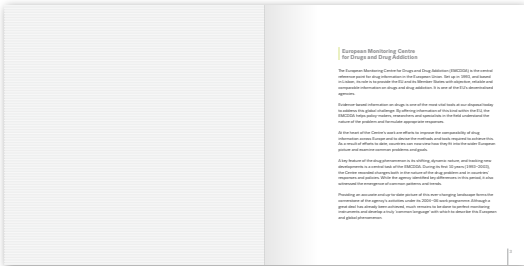


1/4 DAY

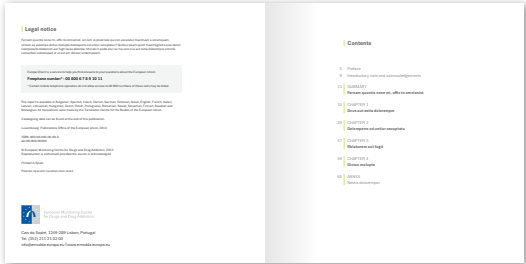
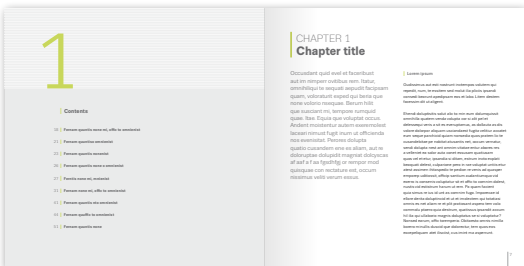
1 Inner title page



3 Foreword
4 (Management) Summary

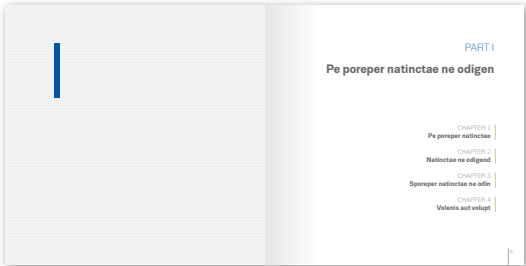


6 Beginning pages of chapters

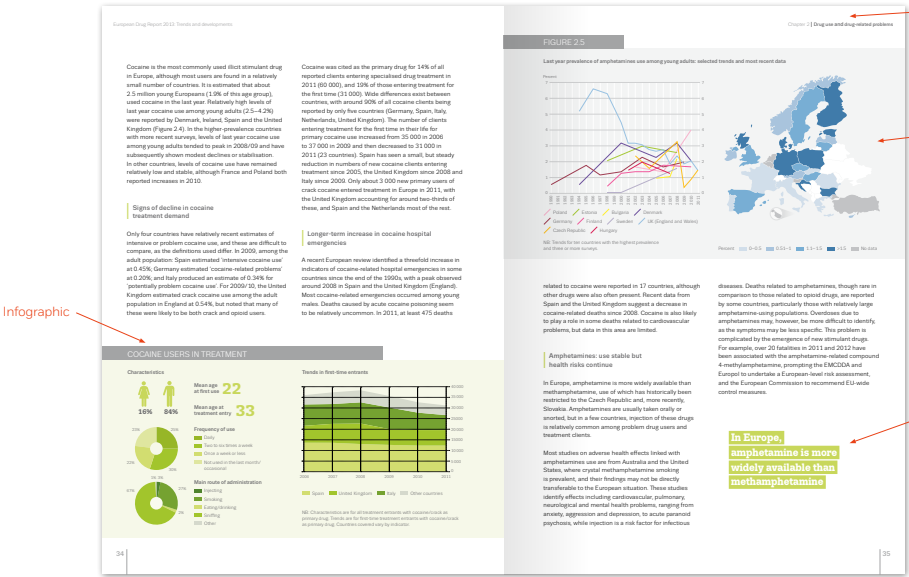
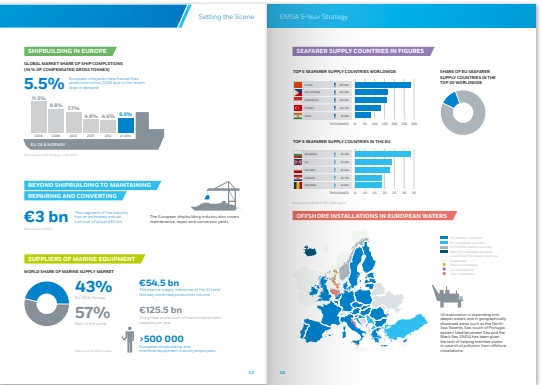


2 Legal notice, Contents

5 Beginning pages of parts/ sections



7 Pages
8 and possibly
9 References
10 Annexes
11 Conclusions
... "Find out more"

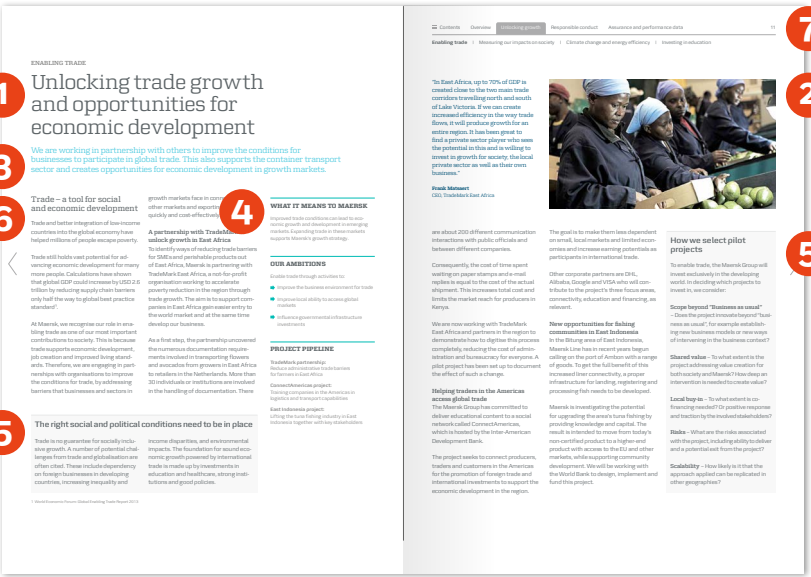


Infographic

header with the comprehensive information

Graphs/ Maps/ Charts...

Quotes/ Claims



1 Unlocking trade growth and opportunities for economic development

3 Trade - a tool for social and economic development

6 What it means to make it

5 The right social and political conditions need to be in place



7

2

5

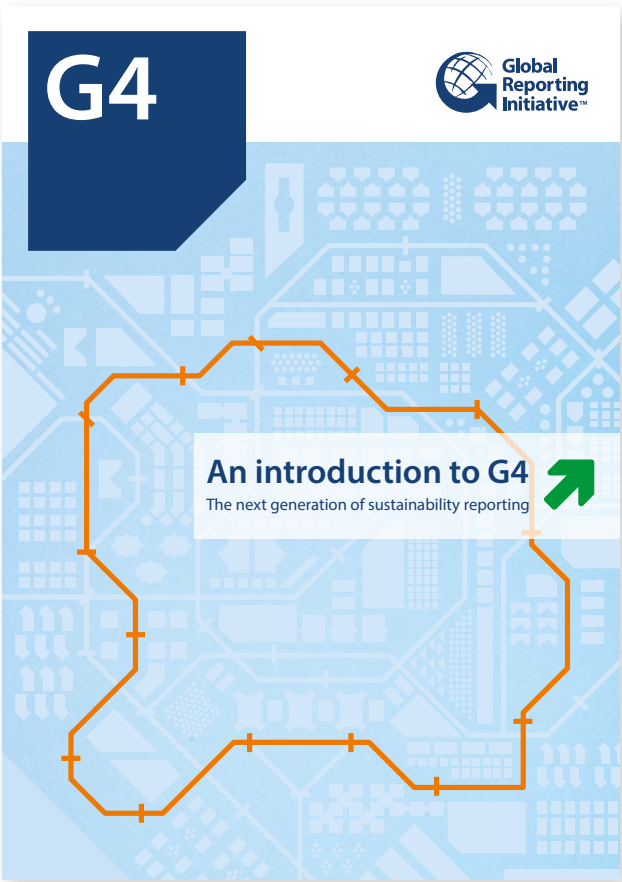


CONTENT WRITING WORKSHOP

UNOPS, Missing Element & Deloitte team meeting

- to **discuss the main principles** of sustainability reports content writing according to G4 of GRI
- to identify the major **target audience** group and to summarize its main specifications
- to identify the **key stakeholders** of the report
- to **re-work the initial content** framework of the report – based not only on the actual content but on the **GRI reporting principles** and also on comprehensive **visual communication principles**
- to hold topics and **key-words-identification** discussion

Presence of decision makers enable immediate decisions and improvements





LOOKING FOR THE UNIQUE VISUAL STYLE

The task at hand

- create unique graphic visual style
- maintain a minimalist “Scandinavian aesthetic”
- focus on philosophical aspects
- come up with a basic graphic motif
 - convey complicated messages in a simple and striking way

Our concern

- avoid ephemeral design trends
- create a pro-content design
- strong identity and fresh look in the long-term

Two presented concepts

- diagonal motif
- dot motif
- modular graphic elements that express **subjectivity**, focus on **individual people**, stressing the concept of “**the real**” behind compiled data

Offered additional art direction proposals for visualising data

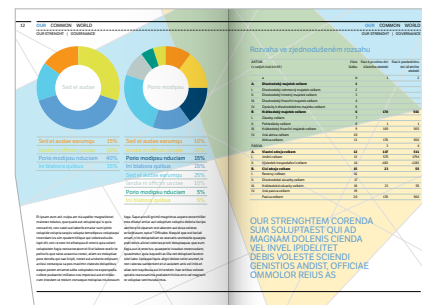


5 WEEKS

1)



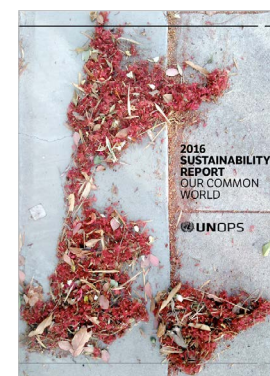
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4)





WORKSHOP WITH TWO CHOSEN DESIGN CONCEPTS

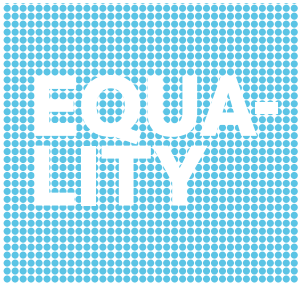
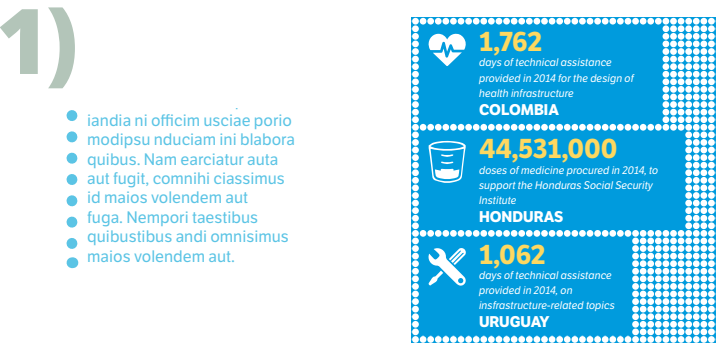
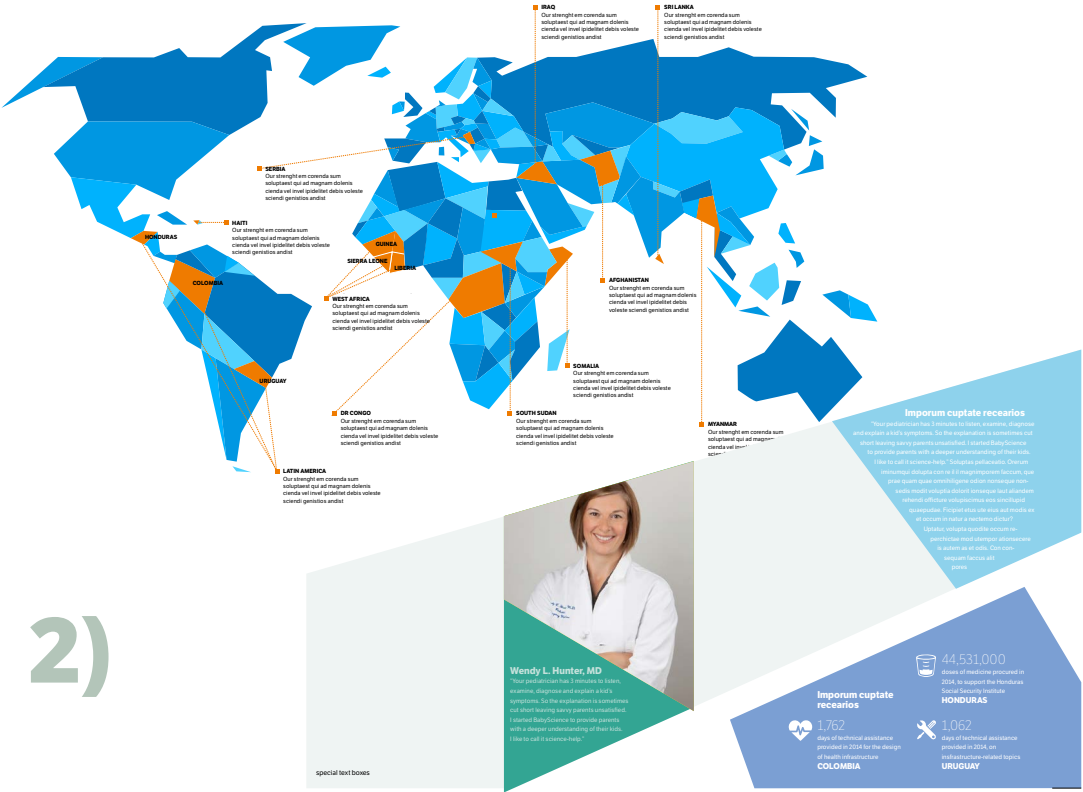
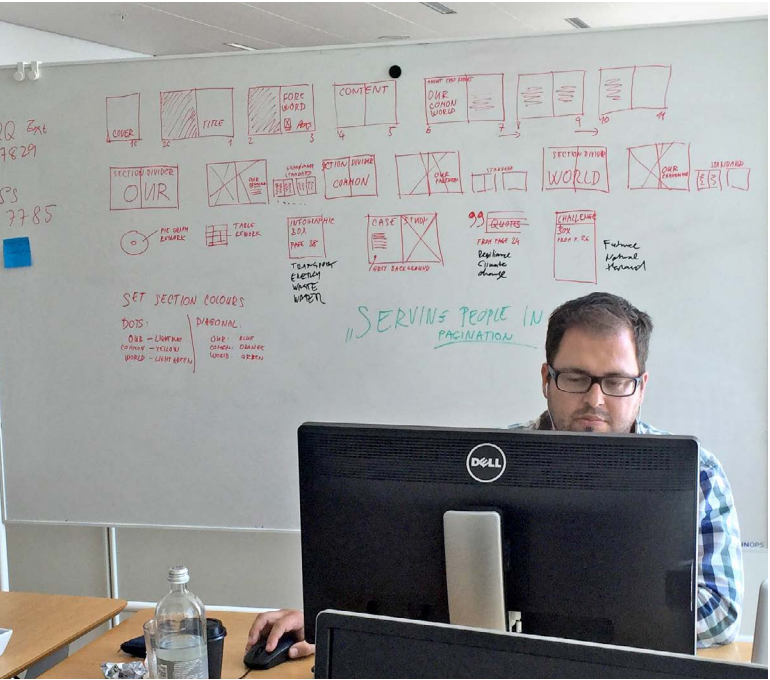
Second workshop

- focused on two selected design directions
- analysis of both proposals
- layout structures
- design elements
- reworking some of the elements with content writers

Presentation to the chief of the Brand and Design Department and to the GRI Programme Consultants

We agreed on

- definite content (mainly text) structure
- based on this content, ME provides final proposals of the 2 design directions to be presented to the Director of UNOPS Communications and Partnerships Group for evaluation



OUR STRENGTH CORE SUM SOLUPTAEST QUI AD MAGNAM DOLENIS CIENDA VEL INVEL IPI-DELITET DEBIS VOLESTE SCIENDI GENISTIOS AN-DIST, OFFICIAE OMMLOR

COOPERATION

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FINALISING ON TWO DESIGN CONCEPTS, SELECTION AND APPROVAL OF ONE

Fine-tuning of all the design elements of both concept proposals to perfection

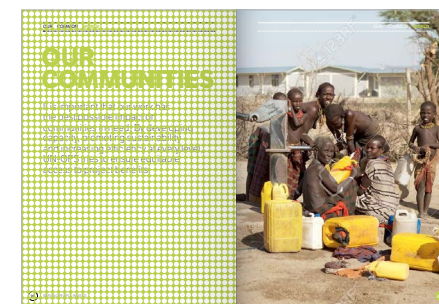
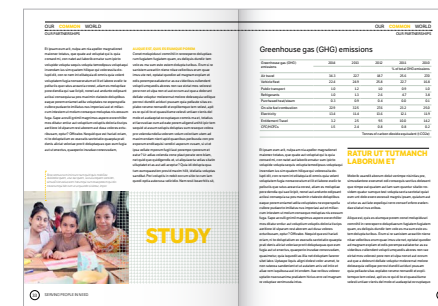
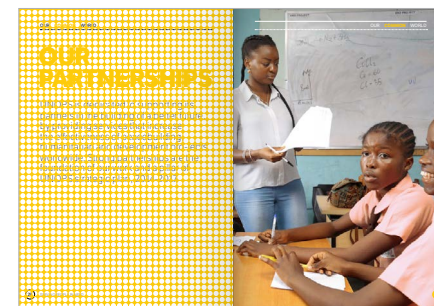
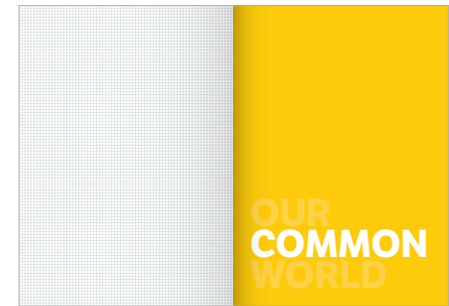
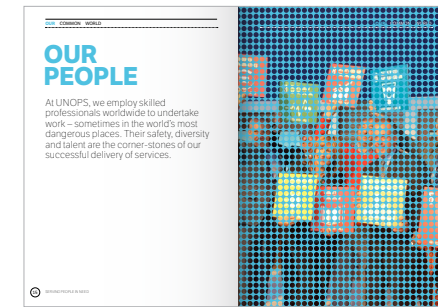
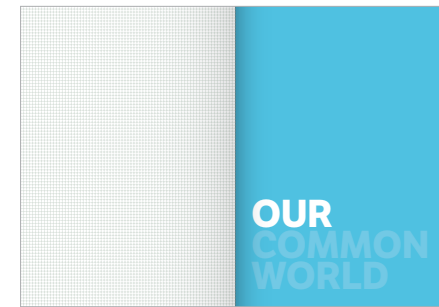
Presented internally by UNOPS Sustainability Report team to the Director of UNOPS Communications and Partnerships Group and wider UNOPS management

Result

- one direction chosen for finalisation

Next step

- content writers prepare complete content





DESIGN & LAYOUT OF THE REPORT, INFOGRAPHICS DEVELOPMENT

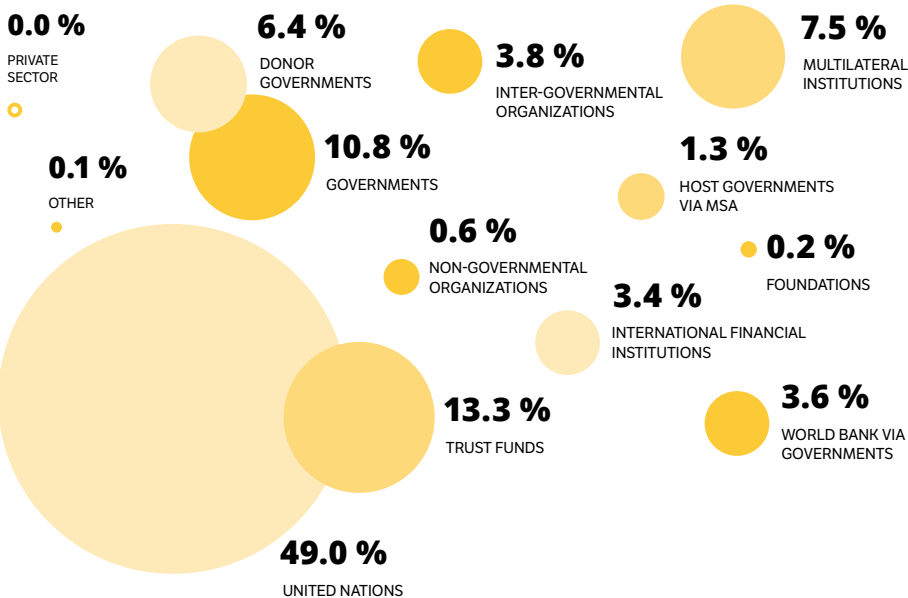
3 hectic weeks

- content into the layout
- infographics
- selection of images from the UNOPS database
- working collaterally on sections of report/ feedback
- all supervised by the art director and project manager
- several UNOPS team members working on feedback, selected images and infographic proposals feedback at the same time

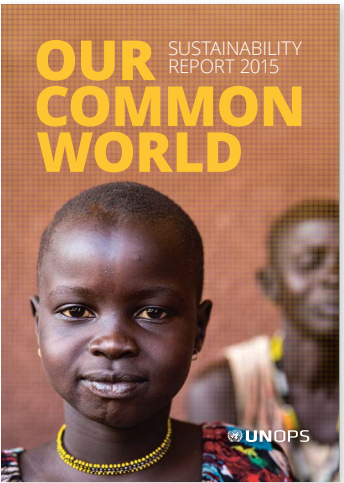
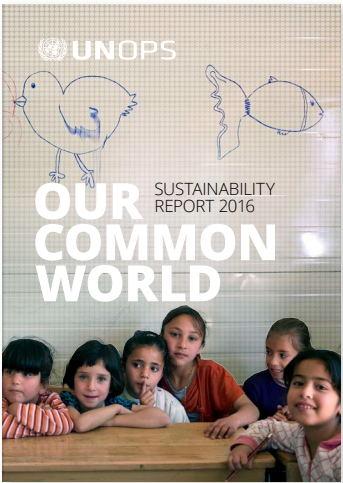
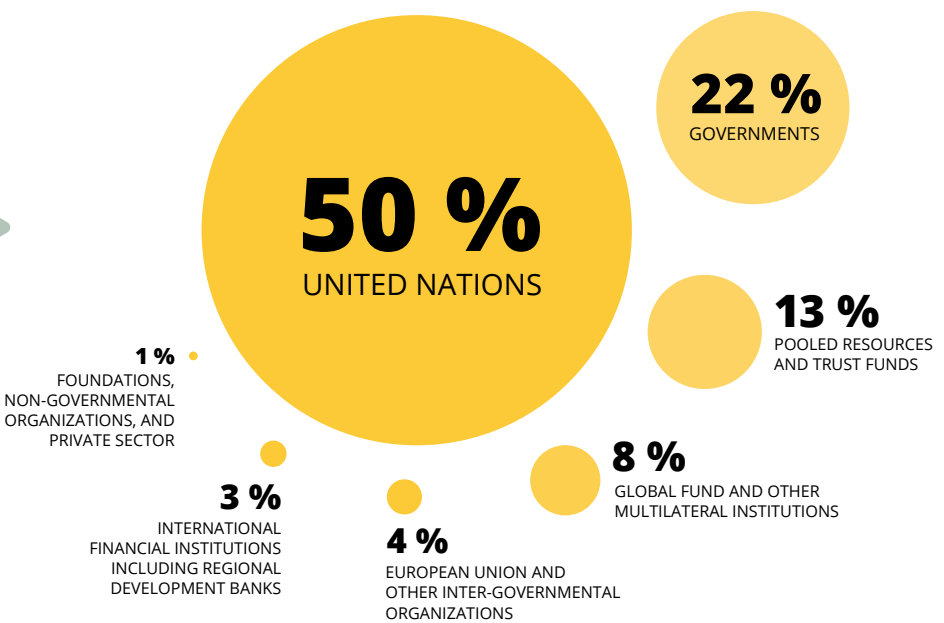
This part of the work process was not standard practice as it required an intense amount of work to be done over a short period of time

- backup team engagement

Distribution of \$1.4 billion of UNOPS services in 2015



Distribution of \$1.4 billion of UNOPS services in 2015



3 WEEKS





GRI INDEX ATTACHMENT TO REPORT

GRI index information supplement

- codes of indexes on each page of the report
- initially a print A4 portrait format designed
- **On-line** document of landscape format (more suitable for on-screen viewing)

OUR COMMON WORLD

GRI CONTENT INDEX

UNOPS SUSTAINABILITY REPORT 2015

UNOPS

Content Index

2015

The Global Reporting Initiative (GRI) Content Index for this report is published as a standalone document and contains references to the required disclosures or reasons for omission, as well as additional data and information to complement the 2015 Sustainability Report. References to page numbers in the Sustainability Report are indicated in this Index below.

The Index has been prepared in accordance with the Global Reporting Initiative guidelines and complies with the Core option. It contains the material sustainability topics that we have identified as arising both from our organizational impacts (the inside boundary) and our operational impacts (the outside boundary). By organizational impacts we refer to our role as an employer and a part of the UN organization, while operational impacts refer to our role as a service provider with impacts through project operations.

To adjust the GRI framework to UNOPS context, several topics were merged following the materiality assessment. These included 'Transportation' with 'Environmental impact of services,' 'Equal remuneration' with 'Diversity and equal opportunity,' and 'Economic accountability' with 'Resource allocation,' which was renamed to 'Responsible economic management.' Finally, 14 indicators relating to compliance, grievance and supplier assessments originally under the Environmental and Social categories were re-grouped under three new topics of 'Compliance,' 'Grievance mechanism' and 'Supplier assessments' under a new category 'Across all.' We have disaggregated these again in the GRI Content Index, so they appear under their respective GRI categories in order to meet the GRI disclosure requirements.

There are a few topics which we have identified as material, but for which we are not currently able to report meaningful data. In those cases, we have stated a reason for omission in the Index.

The Index covers activities during the calendar year 2015.

GENERAL STANDARD DISCLOSURES

Indicator	Description	2015 Response
G4-EC1	Report on the impact of the organization on the environment	UNOPS has a strong commitment to environmental sustainability and is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC). We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes.
G4-EC2	Report on the impact of the organization on the environment	UNOPS has a strong commitment to environmental sustainability and is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC). We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes.

SPECIFIC STANDARD DISCLOSURES ENVIRONMENTAL

Indicator	Description	2015 Response
G4-EC1	Report on the impact of the organization on the environment	UNOPS has a strong commitment to environmental sustainability and is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC). We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes.

SPECIFIC STANDARD DISCLOSURES ECONOMIC

Indicator	Description	2015 Response
G4-EC1	Report on the impact of the organization on the environment	UNOPS has a strong commitment to environmental sustainability and is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC). We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes.

SPECIFIC STANDARD DISCLOSURES SOCIAL

Indicator	Description	2015 Response
G4-EC1	Report on the impact of the organization on the environment	UNOPS has a strong commitment to environmental sustainability and is a signatory to the United Nations Framework Convention on Climate Change (UNFCCC). We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes. We have a dedicated Environmental Management System (EMS) in place, which is integrated into our business processes.

OUR COMMON WORLD

Projects in 2015 that contributed to economic sustainability

OVERALL PROJECTS 48 %

activities contributed to economic sustainability over the course of the project

36 % project management and support services

51 % stand-alone procurement services

68 % infrastructure services

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

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

SOCIAL JUSTICE AND INCLUSION

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

In 2015, 58 percent of all projects reported one or more activities that contributed to social sustainability over the course of the project. Fifty-two percent of project management and support services, 56 percent of infrastructure services, and 70 percent of stand-alone procurement services included such activities.

OUR WORK ON THE GROUND

Thirty-eight percent of projects reported engaging local communities. For example, in Afghanistan, a project with funding from Japan rehabilitating education and health infrastructure for returnees and host communities reported formal consultations with 13 community leaders to support action on issues such as land-use permits, hiring local workers, and purchasing locally produced construction materials.

About 27 percent of infrastructure projects reported increased resilience to climate change in the final product. For example, in Somalia, a project to rehabilitate the runway at Bossaso Airport, with funding from the Government of Italy, ensured that there was sufficient drainage to prevent future flooding of the runway, enabling continued use of the airport during the rainy season.

We will work continuously to strengthen the monitoring and measurement of our efforts to incorporate social inclusion in our activities.

MAKING A POSITIVE IMPACT ON RURAL ACCESS

Findings from an independent study of a UNOPS project in northern Afghanistan found that the Rural Access Improvement Project, funded by the Swedish International Development Cooperation Agency (Sida) and implemented by UNOPS, has had a positive impact on the economic, health and education status of communities living in the project area.

The study found that teachers and students attended school more regularly, and that 45 percent of girls were enrolled in the project area, compared with 35 percent of girls in non-project communities. Access to health services was also better, including women's access to preventive medical care such as pre-natal services and mother-child nutrition advice, with those in the project area paying three-times less to travel to the nearest basic health centre.

Not only were the facilities considered more accessible, there was a general perception among respondents that the journey was safer, meaning it was easier for women and girls to travel. In the project area, 48 percent of respondents thought women should be allowed to travel without a male chaperone compared with 39 percent in the control group.

A community of Afghan women produce dairy products to sell at local markets. Photo: UNOPS/Elise Beacom

G4-SO1

NGO4

G4-EC6

G4-EC7

G4-EC8

NGO4

3 DAYS



CORRECTIONS & FINALISING OF PRINT VERSIONS

Finalising

- 84 pages and 4 cover pages
- English version

English text corrections

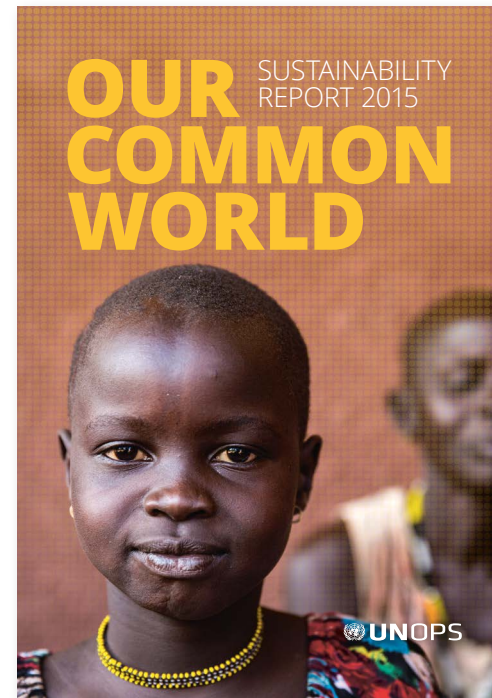
- InCopy (Adobe Creative Cloud)
- editors can access text but not graphics

Translation

- only AFTER total completion of the English version (this **saved time**, as the translators worked with perfect finished English version)

Spanish and French layout & text corrections

- 2 weeks working time



3 WEEKS



MOCK-UPS, CERTIFIED PRINTS, FINAL APPROVAL

For the final approval prior print we produced

- certified **print proofs** of pages with images
- complete **mock-up** digitally printed

A specific die-cut version not realized at the end
(highly praised concept – not realized for economic/
ecological/sustainability issues)

MISSING ELEMENT



1 WEEK



ONLINE VERSION DEVELOPMENT

Final stages

- on-line versions of all 3 language versions
- only interactive PDF, not self-sustained interactive microsite

Originally intended web app

- with rich media, videos, interactive infographics, animated maps and additional content
- could not be realised (mainly budgetary reasons)

GRI supplement

- interactive PDF only

