Annex II

Results-based Reporting

Preamble
In line with the importance attached to results-based management by General Assembly resolution (A/RES/71/243) on the Quadrennial comprehensive policy review, UNOPS reporting on operational results is informed by key definitions in the Results-based Management Handbook published by the United Nations Development Group.

UNOPS approach to results-based management, including its role in the results chain, is described in Annex II of the UNOPS strategic plan 2018-2021 (DP/OPS/2017/5-Annexes). Noting that UNOPS contributes to programme outcomes in partnership with other entities, achievements in the Annual report are measured and reported at the output level.

Process
In 2019, UNOPS introduced oneUNOPS Projects, an enterprise portfolio and project management system that allows UNOPS project managers to better schedule their projects, systemize tasking, record and escalate risks and issues, capture lessons learned, and monitor actual project progress. This also shifts the budgeting for project cost towards an output-based approach to better account for deliverables.

Using oneUNOPS Projects, project managers are required to plan and report on completed outputs, with project expenses attributed in accordance with output-based budgeting. In 2019, there were 1,019 projects that worked on an output deliverable with a total expenditure of $2.3 billion.

To capture sustainability results in its project portfolio, UNOPS complemented output reporting in oneUNOPS Projects with a questionnaire aligned to the Global Reporting Initiative (GRI) sustainability standards. To ensure a balanced view of UNOPS operations, data points reflecting these results are weighted by project delivery value. The sustainability results are included in the 2019 GRI Content Index (Annex I to the 2019 Annual report, prepared in accordance with GRI Standards).

Portfolio
UNOPS service lines comprise infrastructure, procurement, project management, financial management and human resources. While projects often include multiple components from different service lines (for example procurement activities to complete an infrastructure output), the portfolio analysis in the Annual report is presented from the perspective of the end-output (such as a school), as identified by UNOPS project managers. To report on 2019 results, UNOPS used a list of around 170 outputs, all of which are associated with a service line.

Management Results and Reporting for 2019

The strategic plan 2018-2021 articulates four management goals that reflect the four perspectives of the UNOPS balanced scorecard: partners, people, process, and finance. As part of the biennial budget estimates for 2018-2019, the related management results framework comprises 47 performance indicators and targets aimed at measuring and reporting on performance and achievements for the biennium. For 2019, key management results and reporting included the following:

With UNOPS maintaining its commitment to sustainable approaches, **the partner perspective** demonstrated that at least half of relevant UNOPS projects reported contributions to sustainability through their implementation approaches[1]. This included positive impacts on local economies, capacity-building initiatives, and/or local community engagement. UNOPS met its target for procurement with registered local suppliers in developing and fragile states, seeing an increase from a baseline of 51 per cent in 2017 to 61 per cent in 2019. In line with UNOPS

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[1] As the rollout of oneUNOPS projects enabled a more robust approach to data collection, this may also explain why UNOPS was not able to fully achieve the sustainability results reported for 2018.

ambition to become a more widely known and recognized resource, UNOPS exceeded its targets for subscribers to UNOPS communication channels, as well as the number of visits to the UNOPS public website.

On the **people perspective**, UNOPS executive leadership took decisive action to meet gender parity targets. Introducing temporary special measures, UNOPS increased the share of women in the overall workforce 38 per cent to 43 per cent in January 2020. Similarly, the share of women in senior positions increased from 31 per cent in 2018 to 35 per cent in 2019. Diversity, expressed as the share of personnel from the global South in international positions, increased from 46 per cent in 2018 to 49 per cent in 2019. UNOPS maintained its high levels of personnel engagement, as well as its excellent track record on personnel performance appraisals, with a completion rate of 97 per cent.

Through the **process perspective,** UNOPS continues to pursue excellence by, inter alia, benchmarking its processes against external standards. In 2019, 100% of assessed UNOPS offices continued to successfully maintain their external industry-standard certifications. Moreover, the share of relevant processes performed in UNOPS Global Shared Service Center to increase efficiency and consistency significantly improved from a baseline of 34 per cent in 2017 to 74 per cent in 2019. As an indication of process efficiency, the procurement processes delivered through the e-sourcing tool reached to 97 per cent in 2019. UNOPS also improved its implementation rate of prior year UNBOA recommendations from a baseline of 32 per cent in 2017 to 75 per cent in 2019.

For the **finance perspective**, UNOPS again achieved its net revenue target and minimum requirements for the operational reserve. Moreover, 99% of partner agreements were signed in compliance with its cost recovery policy, and UNOPS met its target of investing 1% of indirect costs in knowledge management and innovation. This confirms UNOPS position as a financially robust organization, well-equipped to expand the pool and effect of resources in support of the 2030 agenda for sustainable development.

UNOPS management results and reporting framework for 2018-2019

The table below provides an overview of 2019 results against performance indicators submitted as part of the UNOPS Budget estimates for the biennium 2018-2019 (DP/OPS/2017/6). The baseline is as of 2017, unless otherwise specified.

Table 1. Partner perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results	2019 results
A. Partner value	A1. Manage partner value	Share of projects reporting positive impacts on local economies	60%	60%	66%	60%
		Share of projects reporting implementation of capacity-building initiatives in project delivery	57%	60%	61%	55%
		Share of projects reported with local community engagement, impact assessment, and development programs	65%	65%	63%	50%
		Share of relevant new infrastructure implementation projects that include risk-informed effective design and implementation considerations that contribute to resilient outcomes	28%	100%	44%	40%[2]

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[2] The increase on the baseline reflects substantive/increased focus on resilience in infrastructure design reviews.

		Expansion of the concept of packaged management solutions to partners, beyond HR services, through a harmonized corporate approach	$119 million ('16, HR services)	10%	20% increase / $144 million	39% increase / $165 million
		Share of projects managed in accordance with standardised plan to track for cost and schedule and for which risks are effectively managed to reduce exceptions	Not available	100%	n/a	100%[3]
		Overall partner satisfaction	83% (average 2014-16)	85%	76%[4]	n/a[5]
		Willingness of partners to recommend UNOPS services	86% (average 2014-16)	85%	79%[6]	n/a[7]
	A2. Partner for knowledge and effect	Share of procurement with registered local suppliers in developing and fragile states	51%	60%	46%	61%
		Increase in new and extended partner agreements from global partners supported by liaison offices	$956 million (average 2014-16)	10%	40% ($1.34 billion)	33% ($1.28 billion)
		Contribution to procurement collaboration across UN agencies (collaborative procurement)	17%	30%	19%[8]	5%[9]
	A3. Communicate contribution of value	Annual report to the Executive Board compliant with Global Reporting Initiative (GRI) standards	100%	100%	100%	100%
		Compliance with IATI standards	20%	100%	100%	100%
		Average number of monthly visits to UNOPS public website	79,803	85,500	95,840	91,711
		Share of public website content available in all official UNOPS languages	83%	80%	91%	99%
		Individuals subscribing to communication channels	175,076	250,000	308,996	516,000

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[3] oneUNOPS Projects rollout has enabled improved and standardized monitoring of project progress against budget and schedule.

[4] 2018 overall satisfaction results were influenced by a change in approach and methodology to improve the credibility and quality of the feedback received.

[5] The Partner Survey is conducted every two years, hence no results are available for 2019.

[6] Net Promoter Score replaced by 'Likelihood to recommend', in line with recommendation from provider.

[7] The Partner Survey is conducted every two years, hence no results are available for 2019.

[8] Increasing share of health procurement had an adverse impact on UNOPS' contribution to procurement collaboration.

[9] Methodology for calculating this indicator changed for 2019 reporting.

Table 2. People perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results	2019 results
B. People excellence	B1. Embrace a culture founded in UN values and principles	Women in senior positions (ICSC-11 and above)	29%	43%	31%	35%
		Women in workforce (UNOPS personnel only)	38%	50%	39%	43%[10]
		Share of personnel from global South in international positions	43%	50%	46%	49%
		Share of national professional positions in professional positions (excl. CPH, GVA, NY duty stations)	51%	65%	51%	51%
	B2. Attract, recognize and develop talent	Overall personnel engagement	4.18	4.06	n/a	4.16
		Personnel performance appraisal completion rate	95%	90%	97%	97%
		Talent benches established for business critical roles, which are actively in use	100% (3 in 2016)	100%	100% (3)	100% (3)
		Annual expenditure towards learning activities of its personnel compared to that of international best practices of high performing organizations	67% (2016)	80%	48%	39%[11]
	B3. Reinforce leadership	Score of the Leadership Criterion of the EFQM assessment	53	63	n/a	n/a[12]

Table 3. Process perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results	2019 results
C. Process excellence	C1. Manage efficiency and consistency	Share of engagements regularly assessed against UNOPS criteria for successful projects	98%	98%	100%	100%
		Average project start-up times	95 days (2016)	<95 days	n/a	44 days
		Timely operational closure of projects	80%	85%	69%	61%[13]
		Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	100%	100%	100%	100%

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[10] Share of women in the UNOPS workforce was 43 per cent as of 1 January 2020.

[11] Decrease in annual learning expenditure per personnel mainly due to higher spend on travel with oneUNOPS Projects rollout.

[12] EFQM (European Foundation for Quality Management) survey did not take place in 2018 or 2019.

[13] UNOPS will issue formal guidance on operational closure to improve performance.

		Share of relevant engagements assessed for corruption risks	Not available	100%	n/a	100%[14]
		Procurement processes delivered through e-Sourcing (excl. approved exceptions).	10% (2016)	100%	96%	97%
		Evaluated offices compliant with minimum operating security standards	90% (2016)	90%	n/a	n/a[15]
		Share of relevant processes fully or partially performed in the Global Shared Service Center to increase efficiency and consistency	34%	70%	59%	74%
	C2. Benchmark performance	Share of offices assessed that are successful in maintaining external certifications.	100%	100%	100%	100%
		Share of country offices assessed that comply with the minimum level (level 1) requirements on Health and Safety, Social and Environmental Management	Not available	90%	n/a	n/a[16]
		Share of processes identified as core business processes within the APQC framework that have been assessed against a best-practice maturity model and are under continual management and improvement	84%	85%	86%	83%
		Implementation rate of accumulated internal audit recommendations	92%	90%	96%	97%
		Rate of implementation of prior year UN Board of Auditors recommendations	32%	65%	58%	75%[17]
	C3. Innovate services and delivery platform	Carbon neutrality achieved	100%	100%	100%	100%
		Travel policy designed and implemented to reduce travel and emissions (air and land)	Not available	100%	100%	100%
		Share of country offices that have or are implementing capacity-building initiatives for local/regional suppliers, with a particular focus on traditionally disadvantaged	14%	25%	18%	27%[18]

[14] Starting from 2019, all UNOPS personnel have had access to the new and tailored tool for enterprise risk management (ERM) through oneUNOPS Projects. Open risk logs and common risk taxonomies are available in the tool for engagement teams to self-assess and manage their engagement risks, including those related to corruption.

[15] The standards were abolished in 2017; offices now implement mandatory security measures as per the findings in the local Security Risk Management process.

[16] Compliance to be measured starting in 2020.

[17] Ratio of recommendations closed by UNBOA in their report on the financial year ended December 2018 (A/74/5/Add.11) and recommendations considered implemented by UNOPS in the report to the Executive Board (DP/OPS/2020/1), to the overall number of open recommendations from prior years and newly issued recommendations listed by UNBOA in their 2018 report.

[18] The result refers to offices that have held supplier engagement events (with a particular focus on women-owned and youth-owned businesses) during the biennium.

		populations (i.e. women or youth-owned/controlled businesses).				

Table 4. Finance perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results	2019 results
D. Financial stewardship	D1. Manage growth and delivery	Ratio between value of annual project delivery on existing partner agreements, and value of signed new and extended partner agreements	76% (average 2012-16)	70-80%	83%	108%[19]
		Proportion of new and extended partner agreements that are in compliance with cost recovery policy	Not available	95%	98%	99%
	D2. Attribute costs to value	Achievement of net revenue target approved by the Executive Board	100%	100%	100%	100%[20]
		Cost recovery model aligned with UNOPS service lines	Not available	100%	40%	40%[21]
	D3. Invest in knowledge and innovation	Proportion of management fees collected reinvested	5% (2016)	10%	4%	2%
		Share of indirect cost invested in knowledge management and innovation	Not available	1%	1%	1%

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[19] UNOPS delivery robustly exceeded expectations, without commensurate over-performance in signed agreements.

[20] 2019 Financial Statements not finalized at the time of reporting.

[21] Recovery of direct or indirect costs in place for two of UNOPS five service lines (infrastructure and HR services).