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

Annex III – How we managed

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III. How we managed – UNOPS fit-for-purpose

A. The UNOPS mandate – governance, risk and compliance

External governance

Resolutions and decision

1. Since the General Assembly in 1994, through decision 48/501, established UNOPS as a separate entity the General Assembly has passed one resolution on UNOPS: 65/176; the Executive Board has made 91 decisions on UNOPS. The table below summarizes the decisions by the four main areas of focus: (a) Mandate and governance; (b) Budget and finance; (c) Internal oversight and ethics; and (d) Annual reports of the executive Director.

III.A.01.a – Executive Board decisions since 1994

a. Mandate and governance
1994/12; 1994/32; 1995/1; 1999/17 2000/21;2000/22; 2002/2; 2003/4; 2003/27; 2007/38; 2008/35; 2009/4; 2009/5; 2009/25; 2011/1; 2012/5; 2012/24; 2013/8; 2013/23; 2015/4
b. Budget and finance
1997/21; 1997/22; 1997/23; 1998/20; 1999/15; 1999/16 2000/20; 2001/4; 2001/14; 2002/13; 2002/21; 2003/3; 2003/5; 2003/26; 2004/3; 2004/36; 2005/6; 2005/8; 2005/36; 2006/6; 2006/8; 2006/33; 2007/9; 2007/37; 2008/5; 2008/33; 2009/2 2010/7; 2010/9; 2011/9; 2011/38; 2012/6; 2013/7; 2013/33; 2014/8; 2015/20
c. Internal oversight and ethics
2003/14; 2005/19; 2006/13 ; 2007/29; 2008/13; 2008/37 ; 2009/15 2010/17; 2010/22; 2011/22; 2011/23; 2011/24; 2012/18; 2012/19; 2013/24; 2014/21; 2014/22; 2015/13; 2015/14
d. Annual reports of the Executive Director
1996/33; 1998/16; 1999/12; 2000/16; 2001/10; 2003/12; 2004/15; 2006/17; 2007/27; 2008/20 2010/21; 2011/21; 2012/16; 2013/22; 2014/20; 2015/12

Internal governance

Internal policy framework

2. Since 2010, the UNOPS Organizational Directives have been issued by the Executive Director, typically with a delegate authority for a director of a functional area to issue an Administrative Instruction delineating procedures and criteria for compliance with the policy.[1]

3. By the end of 2015 the UNOPS internal policy framework comprised 106 Organizational Directive and Administrative Instructions. Since 2010, the framework has evolved significantly.

4. The scope of the 36 Organizational Directives and 70 Administrative Instructions comprising the UNOPS policy framework can be summarized with reference to the twelve functional areas to which it pertains. By the end of 2015, the number of policies and pages of prescriptive content was functionally distributed as follows:

III.A.02.a – The policy framework by functional area

Functional area	Policies	Pages
Human Resources	36%	42%
General Support	13%	15%
Risk and Quality (1)	9%	9%
Internal Oversight and Ethics	8%	7%
Finance	8%	4%
Governance	6%	11%
Procurement	6%	3%
Security	4%	4%
Legal	4%	1%
Infrastructure	3%	1%
Partnerships	2%	2%
Communications	2%	1%

(1) It should be noted that almost one third of the functional content in the area of "Risk and Quality" relates to management of projects, e.g. acceptance, monitoring and closure of projects.

5. The below table illustrates the evolution of the internal policy framework. Since 2010 UNOPS has issued 140 policies. In the same period 56 policies have been abolished or revised. In other words by the end of 2015 the 106 policies in effect included, 84 policies promulgated in the period 2010-2015 and 22 policies promulgated prior to that period, in 2000-2009.

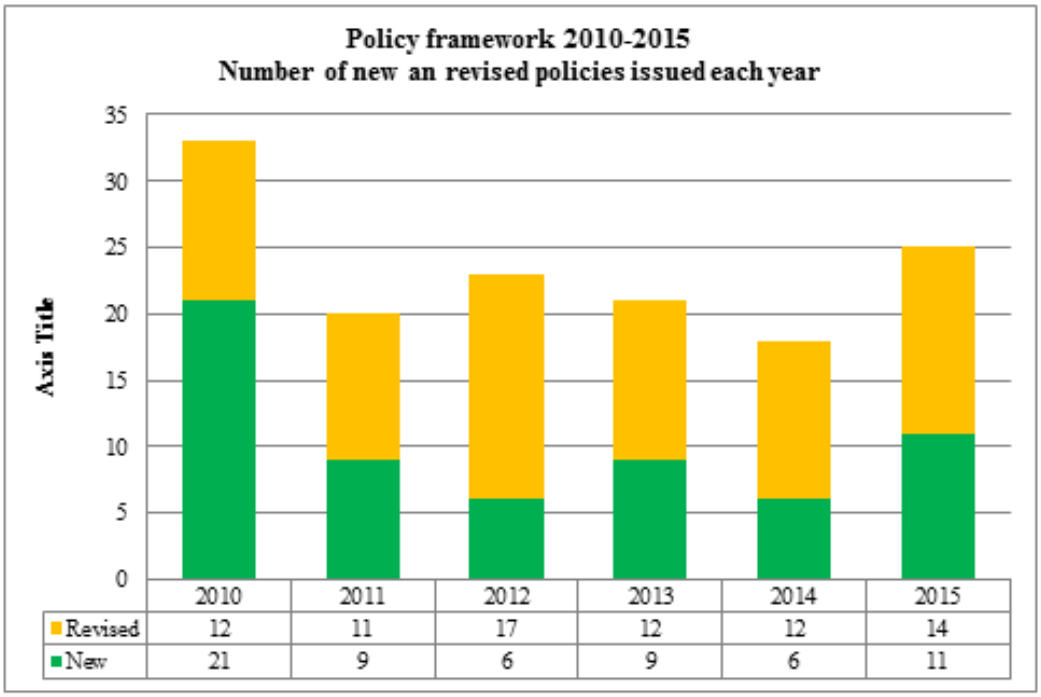
III.A.02.b – Evolution of the policy framework since 2010

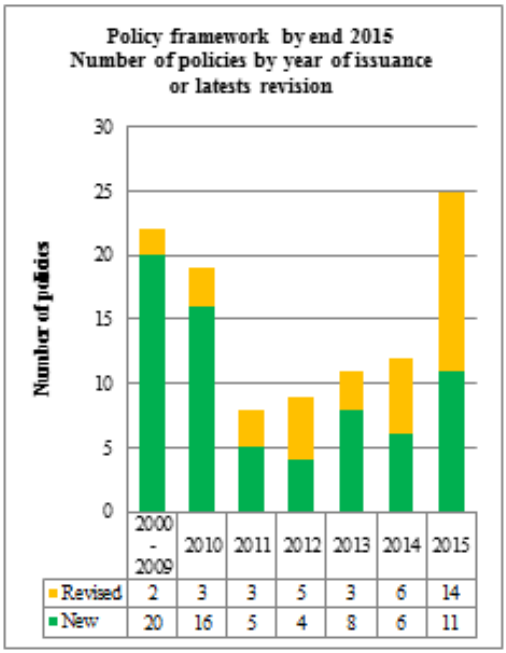
Year	Policies issued (A)	Policies abolished or revised since 2010 (B)	Policies in effect by the end of 2015 (A-B)
2010	33	14	19
2011	20	12	8
2012	23	14	9
2013	21	10	11
2014	18	6	12
2015	25	0	25
Total	**140**	**56**	**84**

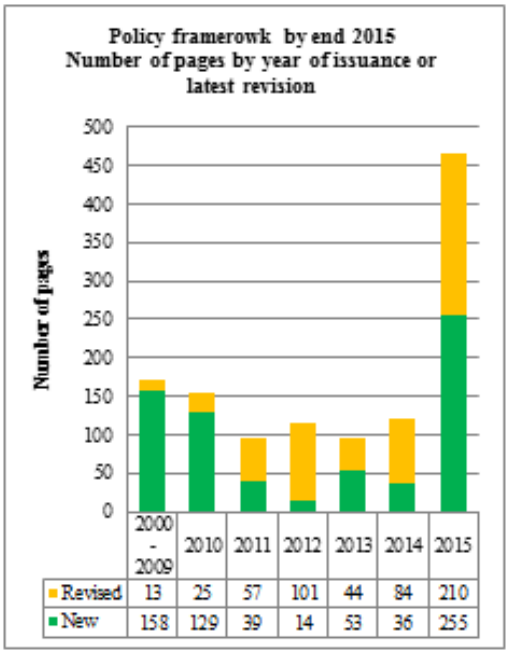
[1] It should be noted that while managers may delegate functional authority and responsibility this shall be accompanied by empowerment of the delegate and it shall not diminish the ultimate accountability of the delegator. This principle does also apply to management instructions issued as part of the regular chain of command which follows from the organizational structure.

6. The below charts provides further detail on the number of new and revised policies promulgated since 2010. They illustrate that UNOPS since then has built and maintained a comprehensive internal policy framework. The chart also illustrated that UNOPS in 2015 saw an increase in the number and pages of polices it promulgated.

III.A.02.c – New and revised policies by year







7. During 2015 UNOPS issued 25 new or revised policies. A total of 465 pages, functionally distributed as follows:

III.A.02.d – Functional areas and focus of policies issued in 2015

Functional area	Policies	Pages	Primary focus/reason
Human Resources	52%	60%	In-sourcing of the human resources function and associated benefits and entitlements; and enhanced procedures for talent management, personnel performance management and learning
Governance	16%	13%	Effectuation of Executive Board decisions on the Audit Advisory Committee; and alignment of lines of authority within the global organizational structure
General Support	12%	16%	Effectuation of enhanced personnel travel management system; and clarification of document retention requirements
Procurement	8%	4%	Enhancement of vendor management procedures
Partnerships	8%	4%	Clarification of procedures for partnerships with non-UN and non-state-entities
Risk and Quality	4%	2%	Update to the UNOPS framework for Delegation of Authority

III.A.02.e – The UNOPS 106 internal policies in effect by the end of 2015

36 Organizational directives

Policy#	Title	Year	pp
OD.01	Legislative Framework	2009	6
OD.02	Accountability Framework and Oversight Policies	2015	16
OD.03	Financial Regulations and Rules	2012	67
OD.04	Engagement Acceptance Policy	2009	8
OD.05	AAC and SAGE TOR	2015	9
OD.07	Safety and Security Policy	2009	5
OD.08	Prohibition of Discrimination, Harassment and Abuse of Authority	2010	12
OD.09	Internal Control for UNOPS Offices	2008	43
OD.10	Policy to Address Fraud	2010	6
OD.11	Travel Policy	2011	6
OD.12	Document Retention Policy	2015	3
OD.13	Electronic Communications Policy	2006	15
OD.14	ICT Project Acceptance Policy	2009	5
OD.15	Global Structure	2015	28
OD.16	Procurement Framework	2010	7
OD.21	ICA Policy	2014	17
OD.22	Client Pricing Policy	2013	3
OD.23	Financial Declaration Statements	2010	7
OD.25	IAIG Charter	2015	8
OD.27	Internal Control and Risk Management Framework	2007	6
OD.28	Work Life Harmonization	2009	3
OD.29	Learning and Development	2009	4
OD.30	Information Disclosure Policy	2012	7
OD.31	Quality Management Policy	2010	3
OD.32	Provisions and Write Off	2010	7
OD.33	Strategic Risk Management Planning Framework	2010	11
OD.34	DOA Framework	2015	10
OD.35	Whistle Blower Protection	2010	7
OD.36	Non Compliance with UN Standards of Conducts	2010	42

OD.37	Recognition, Rewards and Sanctions Policy	2011	15
OD.38	Personnel Performance Management Policy	2015	8
OD.39	Talent Management Framework	2015	10
OD.40	SIPG Environmental Management Policy	2013	2
OD.41	Vendors Ineligibility and Sanctions	2015	11
OD.42	SIPG: Health and Safety Policy	2014	3
OD.43	Policy for Partnership with Non-UN and Non-State-Entities	2015	5
Total			**425**

70 Administrative Instructions

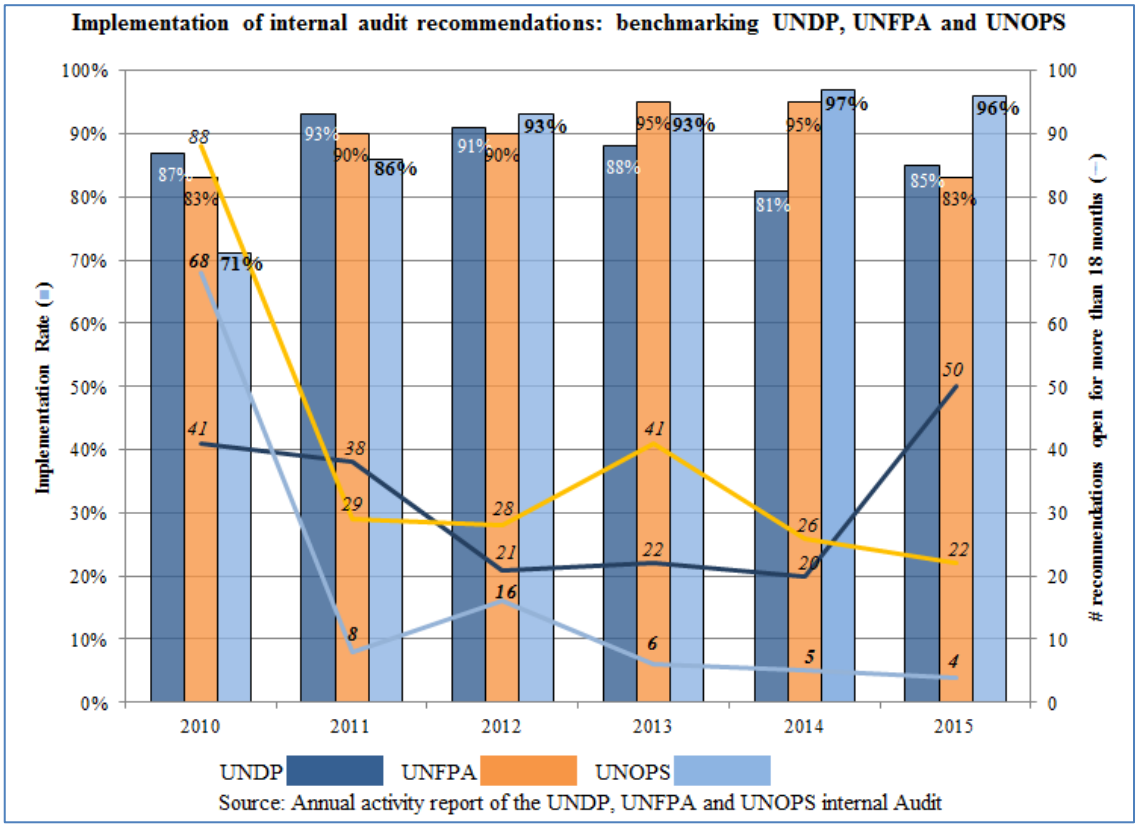
Policy#	Title	Year	pp
AI.2000.09	Message to staff regarding HIV/AIDS	2000	2
AI.CSG.2010.01	Business Continuity Planning and Disaster Recovery Framework	2010	8
AI.CSPG.2013.01	Management and Use of Vehicles	2013	6
AI.CSPG.2013.02	Approval Process for Visa Support Letters	2013	2
AI.CSPG.2013.03 (rev.2)	Hospitality policy	2013	6
AI.CSPG.2014.01 (rev.3)	Official Duty Travel - Staff and non-personnel	2015	37
AI.CSPG.2014.02 (rev.3)	Official Duty Travel - Individual Contractors	2015	34
AI.CSPG.2014.03	Atlas Security	2014	7
AI.DHRM.2001.01	Conduct in the Workplace	2001	1
AI.DHRM.2001.02	Solicitations on Premises	2001	1
AI.DHRM.2006.02	Volunteer Policy	2006	8
AI.EO.2009.01 (rev.2)	Client Pricing	2013	3
AI.EO.2009.02 (rev.1)	Safety and Security Management	2011	31
AI.EO.2010.01	Establishment, management and closure of corporate dwelling facilities	2010	14
AI.EO.2010.02	Procurement Instructions	2010	4
AI.EO.2010.03	Authority to Director, Human Resources Practice Group - review and award of contracts to individual contractors	2010	1
AI.EO.2010.04	Road and driving safety	2010	4
AI.EO.2010.05	Status of DOA before OD 34	2010	2
AI.EO.2011.01 (rev.3)	Master Table of Authority in Procurement	2014	3
AI.EO.2011.02 (rev.1)	Management of Property, Plant and Equipment	2014	40
AI.EO.2012.01	Prohibition of accepting gifts. Etc.	2012	3
AI.FPG.2010.01	Cash management at field locations	2010	2
AI.FPG.2011.01 (rev.1)	IPSAS compliant Accounting Policies	2011	15
AI.FPG.2012.01	Guidance note on Advance funding	2012	6
AI.FPG.2014.01	Recovery of Direct Costs	2014	2
AI.GSC.2009.01	ICT Project Acceptance	2009	5
AI.HRPG.2009.05 (rev.1)	Central Review Bodies - Instructions and Procedures	2011	11
AI.HRPG.2010.03	Step Determination - Instructions and Procedures	2010	7
AI.HRPG.2011.01	Resource planning for mine action. Creation of pools of experts: Purpose, process and plan	2011	10
AI.HRPG.2011.02	Special Post Allowance	2011	6
AI.HRPG.2012.05 (rev.1)	Working hours and leave for staff members	2012	18
AI.HRPG.2013.01	Rest and Recuperation	2013	9
AI.HRPG.2013.02	Separation from Service of Staff Members	2013	12
AI.HRPG.2013.03 (rev.1)	Special Operations Approach	2013	35
AI.IAIG.2010.01 (rev.3)	Disclosure of Audit Reports	2012	6
AI.IAIG.2010.02	Management, Implementation and Monitoring of Internal Audit Recommendations	2010	7

AI.ICT.DHRM.2006.03	Use of the UNOPS facilities, equipment and other property upon separation and transfer of personnel	2006	13
AI.LPG.2011.01 (rev.1)	Legal Advisors	2014	5
AI.LPG.2012.01	Mandatory Initialization of all pages of documents etc.	2012	3
AI.LPG.2013.01	Claims Reporting Obligation of UNOPS Personnel	2013	3
AI.OEC.2007.02	Use of the National Professional Officer (NPO) staff category	2007	2
AI.OEC.2008.01	ICA compensation for service incurred injury, illness and death of LICA under 3 months contracts	2008	11
AI.OEC.2008.06	Post-Employment Restrictions	2008	3
AI.OEC.2009.01	Amendments to OoA, LoA and ICA	2009	5
AI.OEC.2009.02	Policy on Flexible Working	2009	7
AI.OPG.2010.01 (rev.1)	Information Disclosure	2012	3
AI.PCG.2015.01	Talent Management Framework	2015	48
AI.PCG.2015.02	Renewal of Fixed-Term Appointments	2015	6
AI.PCG.2015.03	Performance Management and Appraisal for staff	2015	7
AI.PCG.2015.04	Temporary Appointment (TA) - Instructions and Procedures	2015	14
AI.PCG.2015.05	Entitlement Travel	2015	51
AI.PCG.2015.06	Medical Insurance Plan for locally recruited staff	2015	92
AI.PCPG.2012.02 (rev.3)	ICA working hours and leave	2014	12
AI.PCPG.2014.01 (rev.2)	Internship Policy	2015	8
AI.PCPG.2014.02 (rev.2)	Merit Rewards	2014	7
AI.PCPG.2014.03 (rev.3)	Learning and Development	2015	12
AI.PCPG.2014.04	Provident Fund	2014	16
AI.PCPG.2014.05 (rev.4)	ICA Instructions	2015	16
AI.PCPG.2015.01	Request from Staff Members to become Individual Contractors	2015	3
AI.PCPG.2015.02	Partner Managed Personnel	2015	6
AI.PG.2015.01	Vendor Review Procedures	2015	9
AI.PM.2009.01	Engagement Acceptance	2009	15
AI.PM.2009.02	Closing Process for Engagements/Projects	2009	3
AI.PM.2010.01	Management and Monitoring of Engagements	2010	3
AI.PPG.2015.01	Partnerships with non-UN or non-state entities	2015	14
AI.SIPG.2014.01	Design planning manuals	2014	5
AI.SPMPG.2013.01	Grant support – instruction	2013	16
AI.SPPG.2014.01	Procurement Manual (rev.5)	2014	3
Guidance Note No.1	Consequences of Attempted Medical Insurance Fraud	2011	2
Guidance Note No.2	Documents that include markings that give wrong impression that the documents have been approved by another person	2012	2
AI total			**793**

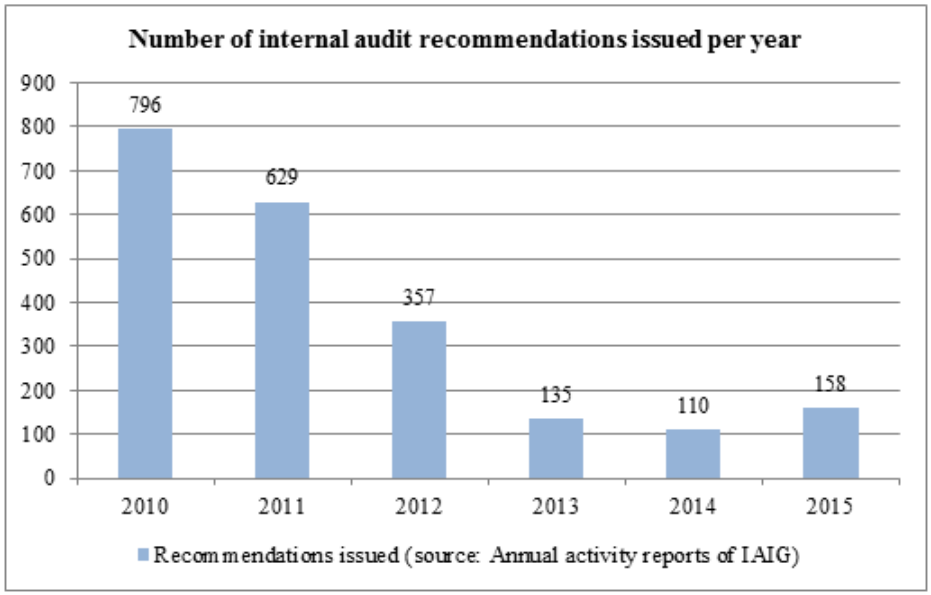
Internal audit recommendations

8. By the end of 2015 the overall implementation rate stood at 96 per cent, and only four recommendations had been open for more the 18 months. This is a significant improvement compared to the UNOPS 2010 baselines of a 71 per cent implementation rate, and 68 recommendations which had been open for more than 18 months.

III.A.03.a – Expedient address of internal recommendations



III.A.03.b – Decreased number of internal audit recommendations



B. Management results in 2014-2015

9. From the perspective of management results achieved, at the midpoint of its strategy UNOPS is in a very strong position. Achieving record amounts of delivery while keeping management expense levels stable; surpassing targets for partner satisfaction; exceeding external benchmarks for personnel engagement; and investing in 'OneUNOPS', the organization is well positioned to enhance its contributions.

10. To ensure that key performance indicators on management results are continuously improved and remain relevant for business operations, UNOPS has committed to consulting with the Executive Board on its future indicators in the context of the biennial results-based budget estimates. UNOPS has also committed to reporting on the results in its annual reports. The current UNOPS performance indicators were established through the UNOPS Budget Estimates for the biennium 2014-2015 (DP/OPS/2013/6).

11. The tables below provide a detailed account of management results achieved and reported over the biennium. The results are summarized according to the four perspectives of the balanced scorecard: partners, processes, people and finance. For each of the perspectives the performance indicators have been grouped by the drivers established in the UNOS strategic plan.

Partner perspective – recognized value

Driver – deliver world-class products and services adding sustained value

III.B.01.a – Deliver world-class products and services adding sustained value

Key Performance Indicator	2015 Results
A.1. Overall partner satisfaction	In 2015, UNOPS solicited partner feedback from more than 400 high-level respondents with regards to their operational needs and priorities as well as their perception of UNOPS performance. Results from the survey reflected high level of overall satisfaction with UNOPS at 82 per cent, above the target of 80 per cent and higher compared to the level measured in 2014, at 77 per cent.
A.2. Share of UNOPS delivery within its areas of focus	UNOPS focus areas are mutually reinforcing and interdependent. As an example, both procurement and project management provide vital inputs into infrastructure projects. Measured at the project output level, UNOPS delivery in 2015 is reflected as: - project management and support services: 43 per cent (down from 55 per cent in 2014) - infrastructure: 23 per cent (down from 29 per cent in 2014) - stand-alone procurement: 35 per cent (up from 16 per cent in 2014) The 2015 reduction in share of delivery from project management and support services and correlating increase in stand-alone procurement, is a reflection of UNOPS refined reporting system for capturing project outputs.
A.3. Increase in advisory services projects, directly or indirectly, to national and local governments	Information from UNOPS corporate systems reflect that approximately USD 38 million of UNOPS engagement additions in 2015 were related to advisory services. This was an increase of around 58 per cent compared to USD 24 million in 2014, which in turn represented an increase of around 120 per cent compared to 11 million in 2012.

A.4. Share of implementation services projects that include national capacity-building components, agreed on with partners, including employing personnel locally, in combination with defined on-the-job learning elements, and formal trainings and certifications	Around 55 per cent of all projects supported by UNOPS in 2015 reported that they had included one or more activities that contributed to developing national capacity during the course of the project. This was five per cent lower compared to 2014. For implementation services projects, the reported percentage was 60, below the target of 65 per cent and the 2014 result, at 72 per cent.
A.5. Share of UNOPS new infrastructure projects that include elements of resilience consideration	In 2015, 56 per cent of all infrastructure projects that UNOPS supported reported on including one or more activities during the course of the project that contributed to social sustainability. This was lower compared to the 81 per cent reported in 2014. For infrastructure projects which started after 2011, approximately 28 per cent reported that the design of the output included elements of resilience consideration. UNOPS ambition is that all new infrastructure projects will include elements of resilience consideration.
A.6. Share of UNOPS projects on track for cost and schedule	As part of the engagement assurance process, UNOPS project managers are asked to assess the performance of their respective projects in terms of delivering at the agreed cost and within the agreed time. In 2015, it was assessed that 76 per cent of the UNOPS global portfolio was on track for schedule and, 82 per cent was on track for cost, which compares to an aggregate target of 80 per cent for being on track for cost and schedule. The assessed percentages for share of global portfolio on track for schedule and cost were similar to those assessed in 2014, at 77 per cent and 88 per cent respectively.

Driver – build sustainable partnerships

III.B.01.b – Build sustainable partnerships

Key Performance Indicator	2015 Results
A.7. Substantive UNOPS contributions to relevant UNDAFs	In their 2014 internal target agreements, UNOPS regional directors committed to making substantial contributions to relevant UNDAFs in their respective regions and reporting back to UNOPS headquarters on those contributions. In 2014, 39 UNDAFs were deemed relevant and it was assessed that substantive contributions had been made to 33 of these. The 2015 partner survey reflected that 78 per cent of respondents indicate satisfaction with UNOPS ability to "collaborate with and contribute to the UN system and wider development community". This was a significant increase compared to 69 per cent in 2014.
A.8. Increase in share of UNOPS projects in direct partnership with national and local governments	Delivery in partnership with national and local governments, direct or through management services agreements (including with UNDP), accounted for 22 per cent of delivery in 2015, which was 6 per cent lower compared to 2014. Delivery in direct partnership only, i.e. excluding management services agreements, accounted for 17 per cent of UNOPS delivery. This was 2 per cent higher compared to 2014.
A.9. Increase in engagement addition from identified key partners	In 2015, UNOPS improved its key partner management framework using a revised key partners list that better reflects the diversity of the partners it engages with and supports. Using this improved list, 2015 engagement addition from key partners amounted to $957 million, a seven per cent increase compared to $892 million in 2014. In addition to signing new and extended agreements for engagements, UNOPS signed 25 Memoranda of Understanding (MoUs) with 21 key partners during the biennium.

A.10. Increase in UNOPS share of United Nations procurement of construction and common user items, while maintaining UNOPS share of United Nations procurement for health items	With regard to procurement within distinct categories, the names and composition of procurement categories may change somewhat from year to year. Consequently, UNOPS share of United Nations procurement in the category of construction, engineering, and other technical services was 19 per cent in 2012. In 2014, UNOPS share of United Nations procurement in the category building and facility construction and maintenance services, including office maintenance, was 10 per cent, compared to17 per cent in 2013. In the category motor vehicles and parts, accessories and components, including transport equipment, UNOPS procurement reached 42 per cent on United Nations total in 2012. In 2014, UNOPS share of United Nations procurement in the category of motor vehicles, parts and other transportation equipment was 16 per cent, compared to 28 per cent in 2013.

Driver – communicate effectively and transparently

III.B.01.c – Communicate effectively and transparently

Key Performance Indicator	2015 Results
A.11. Average number of monthly visits to UNOPS public website	The average number of monthly visits to UNOPS public website in 2015 was approximately 79,000, up compared to 75,000 in 2014.
A.12. Introduction of sustainability results information, categorized by country, partner or UNOPS delivery practice, on UNOPS public website starting in 2014	Consolidated sustainability data is part of the UNOPS annual brochure, which is promoted and distributed from the website. Content and availability of the sustainability results information will gradually be improved.
A.13. UNOPS compliance with IATI standards	UNOPS continues to be in 100 per cent compliance with IATI data transparency standards. Information and data sets are freely available on data.unops.org.

Business process perspective – process excellence

Driver – manage and benchmark processes

III.B.02.a – Manage and benchmark processes

Key Performance Indicator	2015 Results
B.1. Share of entities assessed that are successful in maintaining 'ISO-9001' quality management system	In 2015, all UNOPS entities assessed, successfully maintained 100 per cent compliance to 'ISO-9001' quality management system meeting the target of full compliance.
B.2. Implementation of new process management framework based on externally recognized standards, such as those of the APQC	UNOPS process management framework, supported by its new Process and Quality Management System, has been used to define and support the insourcing of the key payroll, benefits and entitlements processes within the new ERP system as these were processes that UNOPS had not managed before. With the new ERP-system, 'OneUNOPS', UNOPS is well positioned to further improve business process management capabilities and actual performance. As of January 2016, 60 per cent of UNOPS business processes are supported, almost doubling process coverage compared to the previous system. The aim is that two thirds of all processes are supported by the end of 2017.

B.3. Implementation rate of accumulated internal audit recommendations	Indicating high levels of commitment from senior management to resolve issues the overall implementation rate of accumulated internal audit recommendations in 2015 was 96 per cent, compared to 2014 level 97 per cent and exceeding the 2015 target of 90 per cent.

Driver – improve process efficiency and effectiveness

III.B.02.b – Improve process efficiency and effectiveness

Key Performance Indicator	2015 Results
B.4. Engagement assurance completion rate	In the fourth quarter of 2015, the completion rate of engagement assurance was 100 per cent, which is improved compared to the 93 per cent baseline set in 2014.
B.5. Timely operational closure of projects	The share of projects which were operationally closed within 6 months increased from 77 per cent in 2014 to 86 per cent in 2015, exceeding the 80 per cent target for timely operational closure.
B.6. Average duration of procurement through formal solicitation (number of days)	The average duration of the formal solicitation process in UNOPS was 71 days[2] in 2015, down compared to 80 days in 2014, and below the target of 80 days.
B.7. Average duration of staff recruitment (number of days)	In 2015, the average duration of staff recruitment, as concluded by the evaluation completion was 71 days, 16 days lower compared to 2014 and below the target of 80 days on average for 2015.
B.8. Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	In 2015, UNOPS Internal Audit and Investigation Group implemented 100 per cent of its risk-based internal audit plan, on par with the implementation level in 2014.
B.9. Evaluated offices compliant with minimum operation security standards	In 2015, the average percentage of minimum operating security standards (MOSS) compliance in evaluated UNOPS offices was 96 per cent, 4 per cent higher than in 2014 and above the target of 85 per cent.

Driver – innovate

III.B.02.c – Innovate

Key Performance Indicator	2015 Results
B.10. Carbon neutrality achieved	Meeting its target, UNOPS achieved 100 per cent carbon neutrality in 2015.
B.11. Share of projects screened and approved using minimum sustainability standards, including gender markers	In the context of the year-end for 2015, UNOPS project managers assessed and reported on contributions to sustainability and national capacity for more than 1,000 projects. The overall completion rate for this assessment and reporting exercise was 100 per cent, one per cent higher compared to 2014 and achieving the target of full completion.

[2] As part of transitioning to the new ERP system, which went live on 1 January 2016, corporate systems and tools which were used during 2015 have been phased out and/or temporarily frozen. The presented result therefore covers data for the 2015 period until 28 December. Any submissions received after this date, are not included.

B.12. Share of relevant UNOPS vendors screened for adopted sustainability criteria	In accordance with the United Nations Global Marketplace's (UNGM) vendor registration requirements, all new vendors wishing to supply to UNOPS and the UN, are required to accept and adhere to the conditions laid out in the UN Supplier Code of Conduct, which include social and environmental sustainability criteria. In addition to adhering to the Supplier Code of Conduct, vendors are also encouraged to embrace the principles of the United Nations Global Compact (UNGC). A recent review of UNOPS Global and Local LTAs concluded that 56 per cent of these vendors are active UNGC members.
B.13. Share of entities assessed that are successful in maintaining 'ISO-14001' environmental management	In 2015, all UNOPS entities assessed successfully maintained 100 per cent compliance to'ISO-14001' environmental management meeting the target of full compliance.
B.14. Increase in the number of balanced scorecard performance perspectives linked to the UNOPS rewards and sanctions framework	In continuation of the practice established in 2013, the 2014 merit rewards were based on calculations which included performance indicators from all four perspectives (Finance, Partners, Business Process and People) of UNOPS balanced scorecard.

People perspective – people excellence

Driver – business partnering

III.B.03.a – Business partnering

Key Performance Indicator	2015 Results
C.1. Share of relevant practitioners externally certified[3]	In 2015, the total number of personnel who participated in external certification programs was 1,038, an increase of 39 per cent compared to 748 in 2014. 804, or 77 per cent, of all personnel who attended external certification courses in 2015 were certified, one per cent higher compared to 2014 and above the target of 70 per cent.
C.2. Share of relevant practitioners internally certified[4]	In 2015, the total number of personnel who participated in internal certification programs was 272, an increase of around 40 per cent compared to 194 in 2014. All of the personnel who attended internal certification courses in 2015 were certified, 40 per cent higher compared to 2014 and above the target of 50 per cent.

[3] The external certifications are ACCA, CIPS, Harvard Business School Publishing and PRINCE2.
[4] The internal certification is in Project Management.

Driver – recruit, develop and recognize talent

III.B.03.b – Recruit, develop and recognize talent

Key Performance Indicator	2015 Results
C.3. Overall personnel satisfaction	In 2015 UNOPS embarked on a journey to transform its use of survey data to better drive organisational performance, innovation and alignment of teams. No survey was conducted in 2015 and the new 'UNOPS People Survey' was launched in January 2016. The refined methodology measures the engagement of our people and the important factors which affect their work outcomes. Advanced analysis will allow UNOPS to implement targeted and positive workplace changes to drive retention, commitment and loyalty. At 4.16, the UNOPS employee engagement index numbers are well above the external benchmarks for high-performing and global surveying organizations, at 4.06 and 3.83, respectively[5].
C.4. Personnel performance appraisal completion rate[6]	The 2015 performance appraisal completion rate was 95 per cent for staff and 89 per cent for personnel holding an individual contractor agreement (ICA) in the specialist category. The overall completion rate for personnel in these two categories was 90 percent, 4 per cent higher compared to 2014, meeting the target of 90 per cent.

Driver – embrace United Nations values

III.B.03.c – Embrace United Nations values

Key Performance Indicator	2015 Results
C.5. Share of females amongst UNOPS supervised personnel (staff and ICAs)	Women made up 34 per cent UNOPS supervised personnel in 2015, an increase of 2 per cent compared to 2014, close to the target of 35 per cent.
C.6. Share of females amongst UNOPS supervised international personnel (international professional staff categories and international ICAs)	Women made up 34 per cent of UNOPS supervised international personnel in 2015, a 1 per cent increase compared to 2014 and close to the target of 35 per cent.
C.7 Completion rate of mandatory United Nations learning, including UNOPS induction and security	In 2015, completion rates of mandatory courses were: - UNOPS Induction: 70 per cent, down by 11 per cent compared to 2014 - Basic Security in the Field: 78 per cent, up by 12 per cent compared to 2014 - The new course, I know gender had a completion rate of 45 per cent

[5] "Employee Engagement" is a composite index based on the responses to the following questions in the People Survey; 1)"I would recommend UNOPS as a great place to work," 2)"I would like to be working at UNOPS 12 months from now," 3)"My colleagues are willing to go beyond what is expected for the success of UNOPS," 4)"I am proud to work for UNOPS," 5)"My colleagues are passionate about providing exceptional service" and 6) "I understand how my role contributes to the success of UNOPS.".

[6] As per UNOPS internal policy (AI/PCPG/2014/05), the online completion of Performance Assessment is only mandatory for international and local individual contractors in the specialist category for whom UNOPS is responsible for the performance evaluation and who has worked for the organisation of 6 months or more.

Finance perspective – financial stewardship

Driver – ensure financial control and efficiency

III.B.04.a – Ensure financial control and efficiency

Key Performance Indicator	2015 Results
D.1. Achievement of net revenue target approved by the Executive Board[7]	UNOPS achieved the annual net revenue target for 2014 and 2015 and thus the net revenue target for the biennium 2014-2015.
D.2. Rate of implementation of prior year United Nations Board of Auditors recommendations	As of July 2015, there were 43 outstanding external audit recommendations, 21 of which were issued during the year. By the end of the year, UNOPS had closed 16 of the outstanding recommendations. Of the 43 outstanding recommendations, UNOPS closed 80 per cent of the recommendations with target closing date for 2015. 4 recommendations with target dates beyond 2015 have been implemented during the year before the pertaining final dates.
D.3. Share of required personnel filing of financial disclosure	In 2015, 100 per cent of relevant personnel filed their financial disclosures, on par with 2014 meeting the target of 100 per cent.

Driver – cost recovery and fair distribution

III.B.04.b – Cost recovery and fair distribution

Key Performance Indicator	2015 Results
D.4. Share of projects that cover their estimated indirect costs (new pricing)[8]	In 2015, the signed cumulative value of all engagement agreements covered the cumulative value of all estimated indirect cost on par with the level in 2014. On the level of individual agreements signed, 86 per cent covered their estimated indirect cost, a 4 per cent increase compared to 2014.

Driver – invest in innovation

III.B.04.c – Invest in innovation

Key Performance Indicator	2015 Results
D.5. Share of surplus reinvested in sustainability initiatives	In 2015, UNOPS reinvested approximately $5 million in sustainability initiatives, accounting for approximately 50% of its 2014 surplus.

[7] Calculated by UNOPS and may be subject to change. The figures have yet to be verified and audited by the United Nations Board of Auditors.
[8] Measure based on UNOPS pricing policy, effective as of July 2013, and calculated as actual fees divided by estimated indirect costs for finalized new engagements.