

Annex 5. UNOPS management results for 2010-2013 and reporting framework for 2014-2015

A. Highlights of UNOPS management results for 2010-2013	2
B. UNOPS management results, 2010-2013	14
C. UNOPS management results framework 2014-2015 including the Quadrennial Comprehensive Policy Review indicators	25

A. Highlights of UNOPS management results for 2010-2013

A. Partner perspective – recognized value

Deliver world-class products and services adding sustained value

1. UNOPS delivered products and services in its **core mandated areas** of project management, infrastructure and procurement to an overall **high partner satisfaction**. Increasingly, projects focused on **national capacity development**, while at the same time the share of delivery grew in low income and post-disaster contexts.

Figure 1. Overall delivery and share of delivery in low-developed and post-disaster countries (hundred thousand USD)

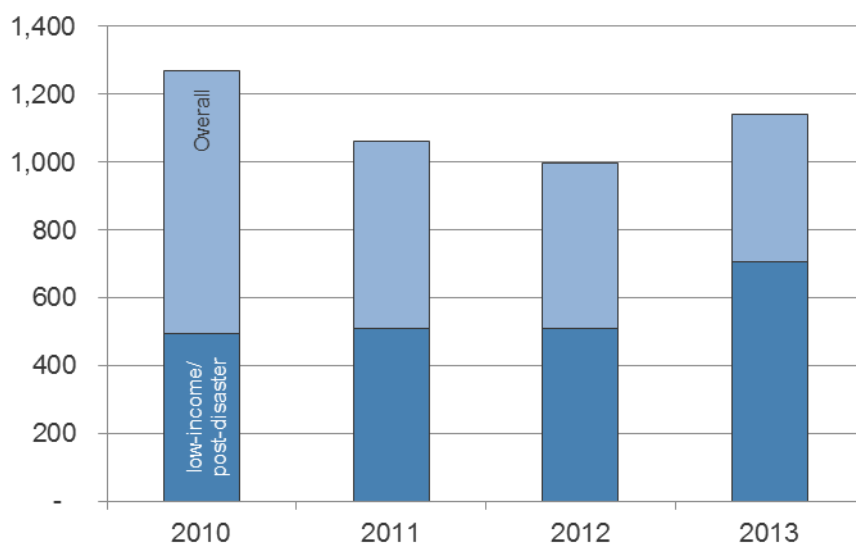
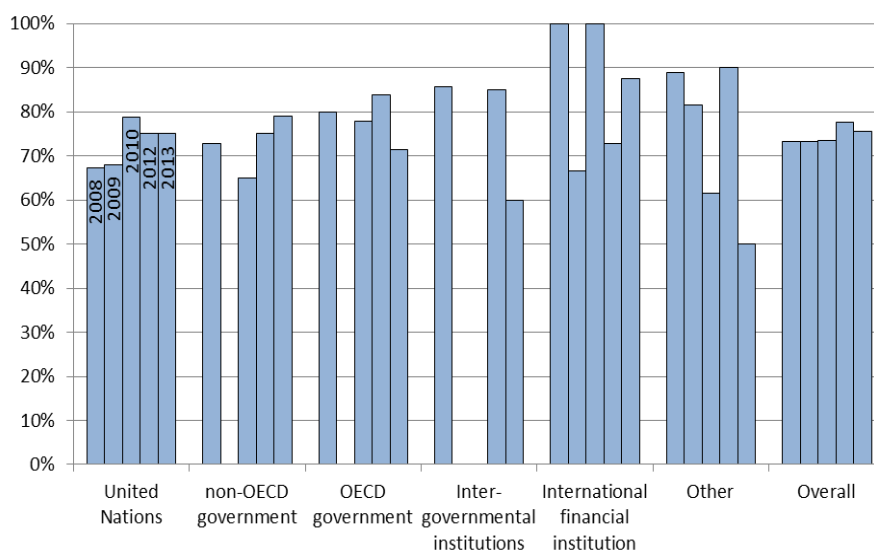


Figure 2. UNOPS overall partner satisfaction (satisfied or very satisfied) by partner



Build sustainable partnerships

2. The organization focused on increasing its **capacity to establish and manage global partnerships**, as reflected in positive results for engagement additions as well as the deepening of external knowledge partnerships. UNOPS continued to ensure close **collaboration and coordination with the United Nations system**, increasing the number of United Nations Development Assistance Frameworks (UNDAFs) to which it made substantive contributions.

Figure 3. UNOPS engagement addition (USD)

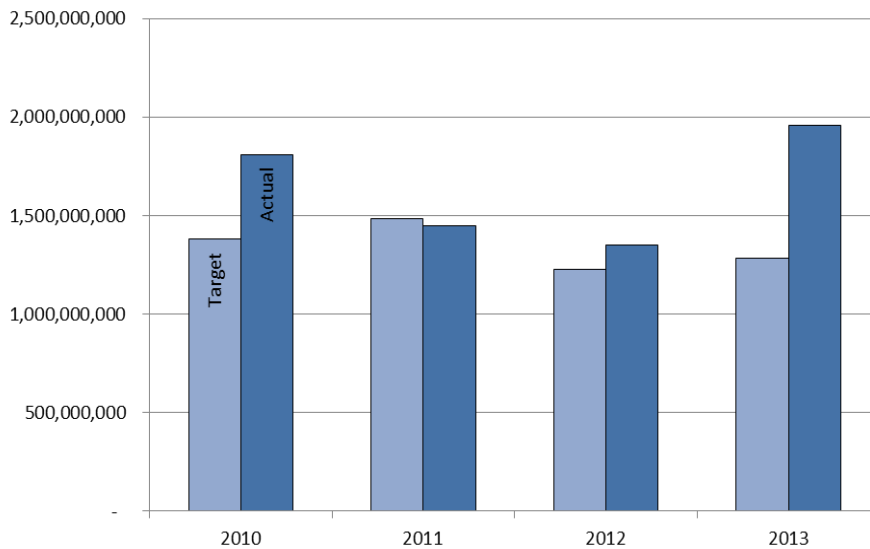
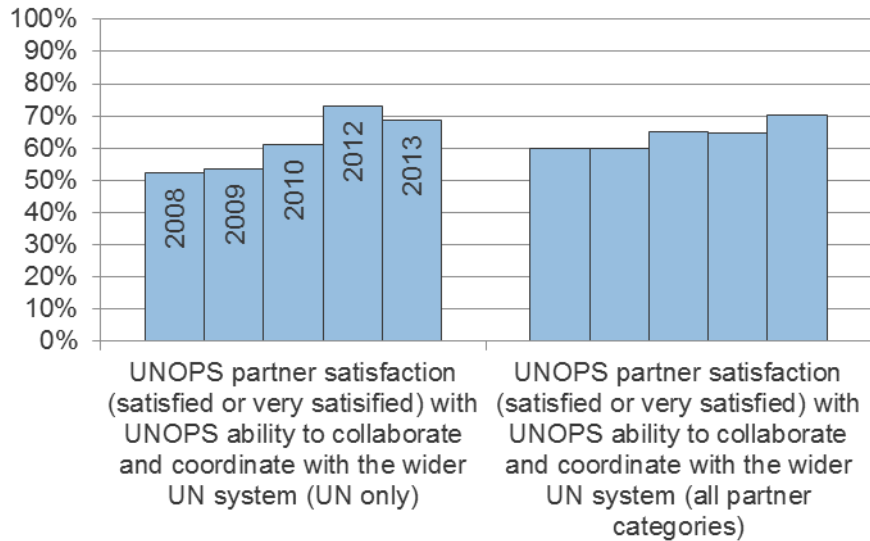


Figure 4. Partner satisfaction with UNOPS ability to coordinate with and contribute to the wider United Nations system



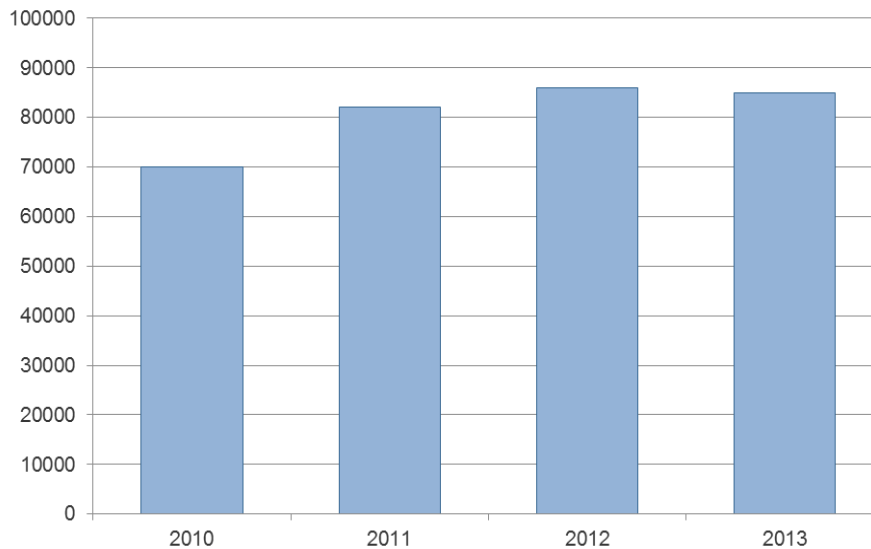
Communicate effectively and transparently

3. UNOPS became an **active member of the International Aid Transparency Initiative (IATI)**, and published geocoded data on more than 1,000 projects on its innovative platform data.unops.org. During the period internal audit reports were also published on its website. The **focus on transparency** and the enhanced **quality of website** contents have led to a rise in website hits. The breadth and compliance to key attributes were highly commended by IATI, and UNOPS became a member of the IATI secretariat in 2013.

Figure 5. Screenshot of data.unops.org



Figure 6. Average monthly visits to UNOPS public website



B. Business process perspective – process excellence

Improve process efficiency and effectiveness

4. UNOPS has further consolidated and maintained its **policy and process documentation framework**, as confirmed during **ISO9001** surveillance visits and the certification of UNOPS infrastructure operations to **ISO14001**. The organization continuously works to **improve the efficiency and effectiveness** of its core finance, project management, human resource, security and procurement processes. For example, the duration of representative procurement processes steadily decreased over the period.

Figure 7. Average duration of formal solicitation process and average processing time for procurement cases in the headquarters contracts and property committee

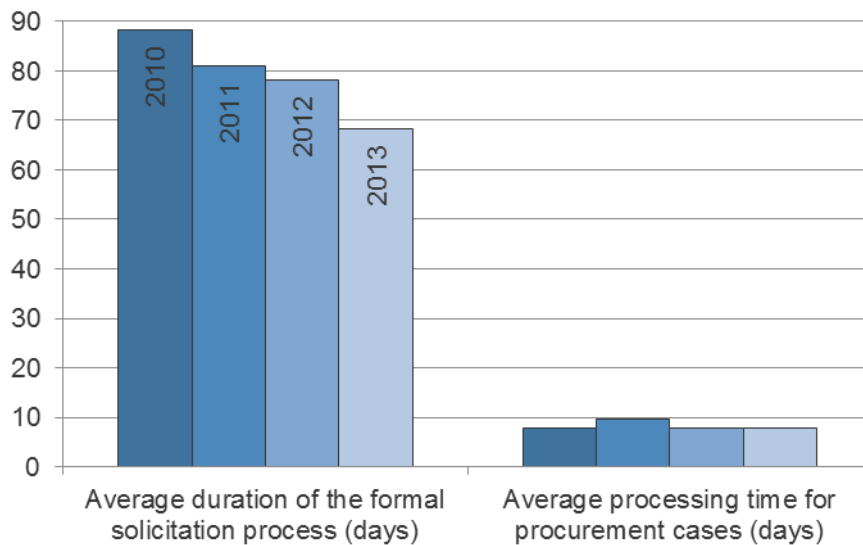
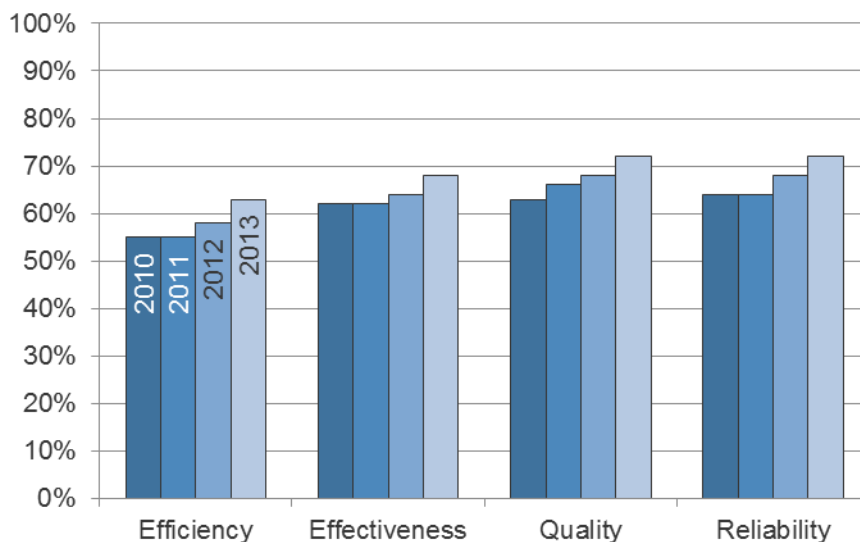


Figure 8. Personnel perception of performance on key organizational effectiveness attributes



Comply with processes

5. The internal audit and investigations group ensured **full completion of planned audits** and was successfully assessed to the highest rating possible against the external audit quality standard of the Institute of Internal Auditors (IIA). Further to this, UNOPS achieved increasingly **high implementation rates vis-à-vis internal audit recommendations**, and an all-time low of aged audit recommendations.

Figure 9. Completion rate of planned audits

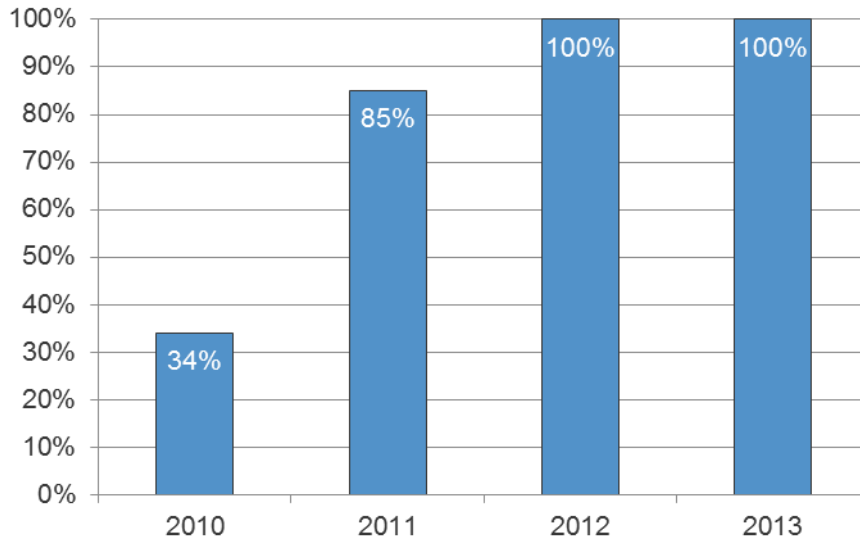
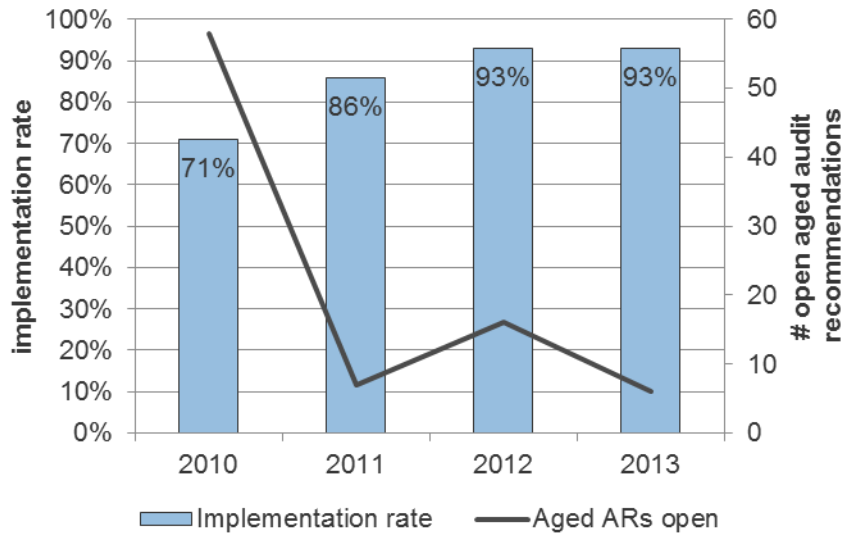


Figure 10. Implementation rate and number of open aged audit recommendations



Innovate

6. UNOPS defined **targeted improvement projects** through its senior management forums, and continuously tracked and reviewed the efforts undertaken. The organization also continuously worked to achieve **external certification** against internationally recognized standards. These accomplishments were further confirmed through an **external assessment by the EFQM** in early 2013, in which UNOPS was awarded a 4 star rating as the first organization ever in an initial assessment.

Figure 11. Results from the 2013 EFQM assessment (scoring in percentile ranges) with benchmarks for 5 star rating

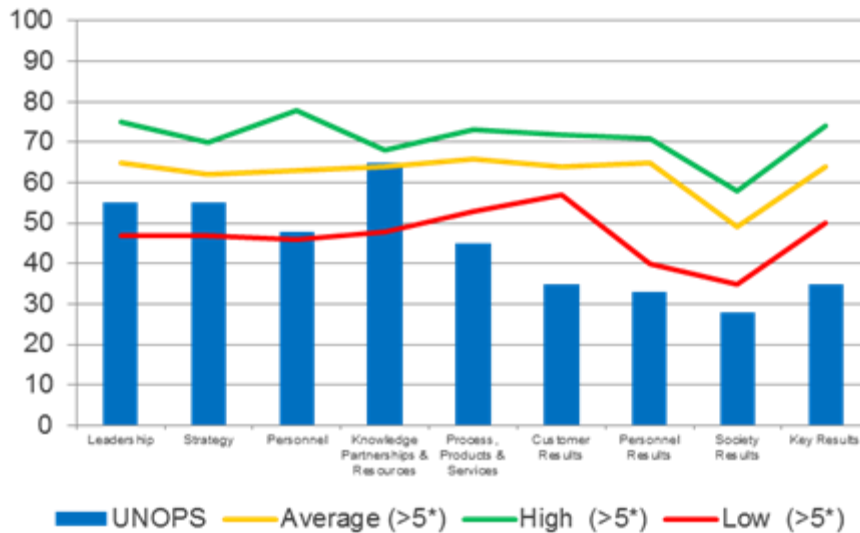


Figure 12. Examples of certifications achieved and standards adopted by UNOPS

	2009-2012: IIA certification		2013: APMG Accredited Training Organization
	2011: CIPS certification		2013: APMG Accredited Consulting Organization
	2011: ISO9001 quality management		2013: PMI Registered Education Provider
	2011: FIDIC contracts		2013: PMI Registered Consultant
	2012: IATI		2013: ISO14001 environment
	2012: IPSAS		2013: EFQM recognised for excellence

C. People perspective – people excellence

Recruit and recognize talent

7. The annual global personnel survey confirms the **overall positive trends with regard to general personnel attitude**, as well as specific aspects such as career development opportunities and information received. **Individual work planning and assessments** saw **high completion rates**. Personnel and team performance is recognized through annual merit awards and an awards ceremony

Figure 13. Select results from Global Personnel Survey

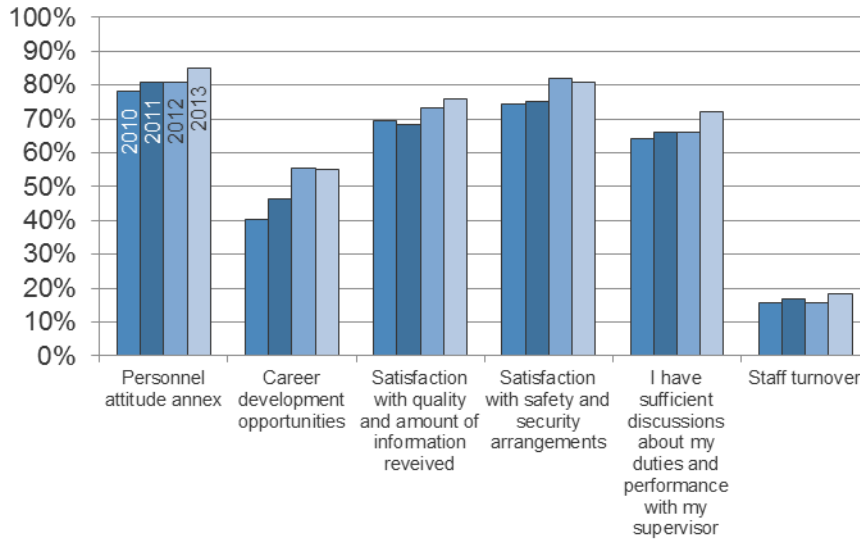
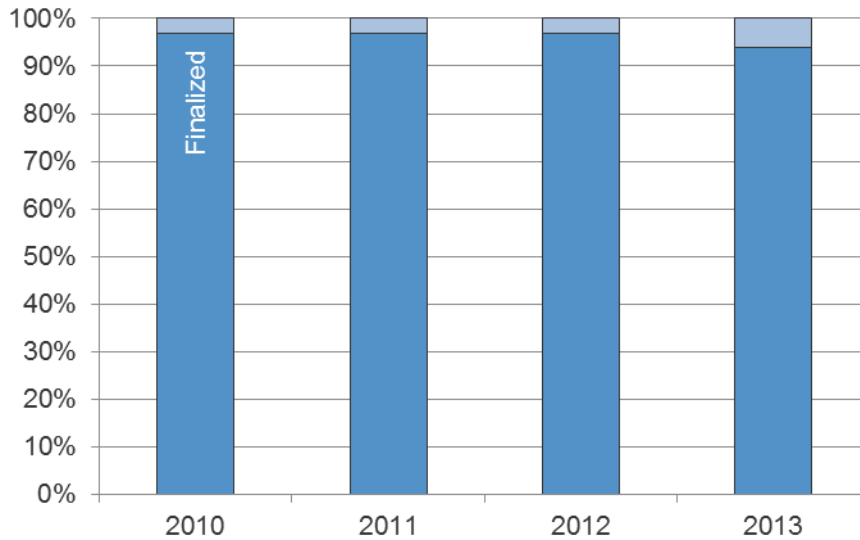


Figure 14. Staff performance assessment completion rate



Develop talent

8. During the period 2010-2013, the organization saw a **steady increase in the number of personnel participating in training activities**, and also broadened its offer of **external and internal certification schemes**. All of UNOPS senior management successfully completed specific training on **strategic leadership**.

9. UNOPS also became a PMI Registered Education Provider as well as an APMG Accredited Training Organization, and made available a free open-source, multi-lingual online project management training to all stakeholder.

Figure 15. Number of personnel attending training activities

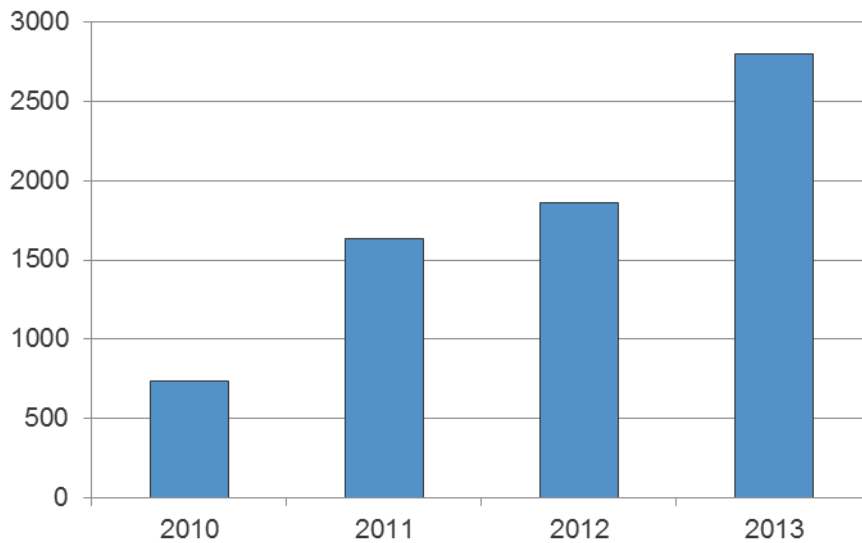
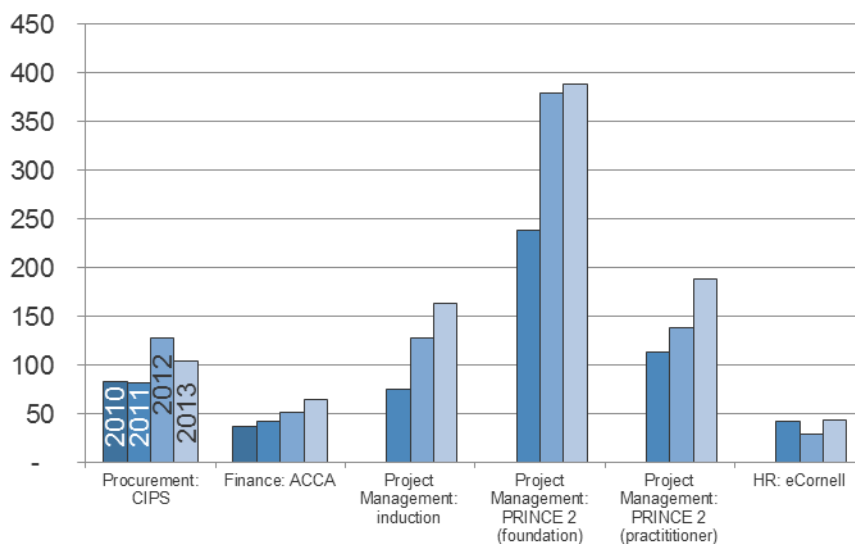


Figure 16. Number of personnel enrolled in external and internal certifications



Embrace United Nations values

10. UNOPS annual global personnel survey saw a positive development with regard to the organization’s **adherence to its core values**. All personnel are required to complete a number of **mandatory trainings on United Nations values**, covering e.g. ethics, the prevention of harassment, sexual harassment and abuse of authority in the workplace, and security.

11. Over the period UNOPS **gender balance** remained stable at around 40-60. In the beginning of 2014 UNOPS partnered with *Devex* on the *She Builds* campaign to, amongst other aspects, further attract female candidates to work with UNOPS.

Figure 17. Share of positive response (strongly agree and agree) to the question “UNOPS adheres to these core values and principles” from UNOPS annual global personnel survey

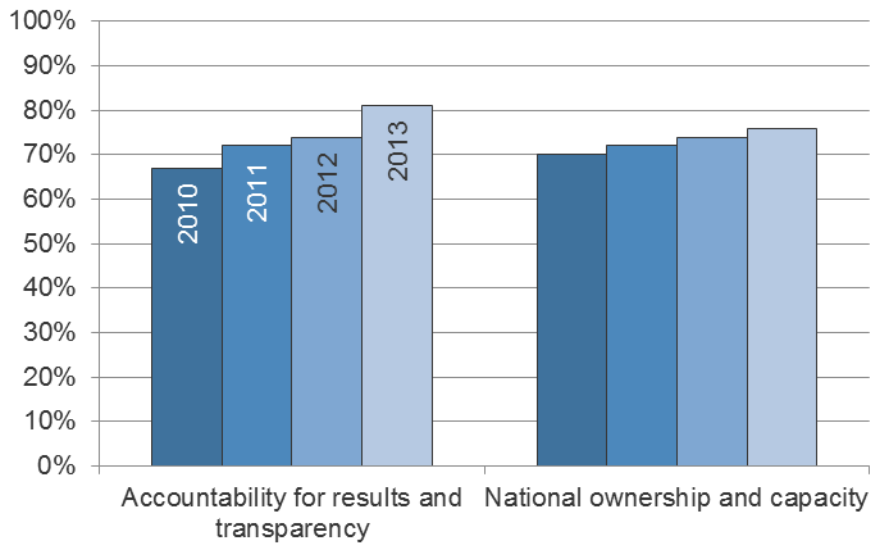
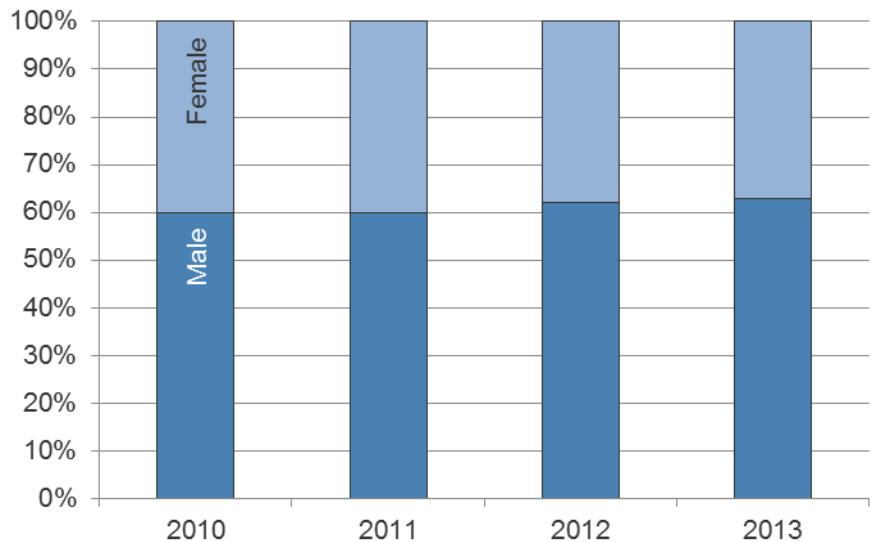


Figure 18. Gender balance of staff



D. Finance perspective – financial stewardship

Steward financial resources

12. UNOPS has demonstrated **solid financial performance** throughout the period 2010-2013, meeting its targets for net revenue, complying with the requirements for operational reserves established by the Executive Board, and continuously reducing management expenses.

13. The **new pricing policy** that came into force on 1 July 2013 highlights the principles of fair and full attribution of costs as well as full cost recovery.

Figure 19. Net revenue and management expense (million USD)

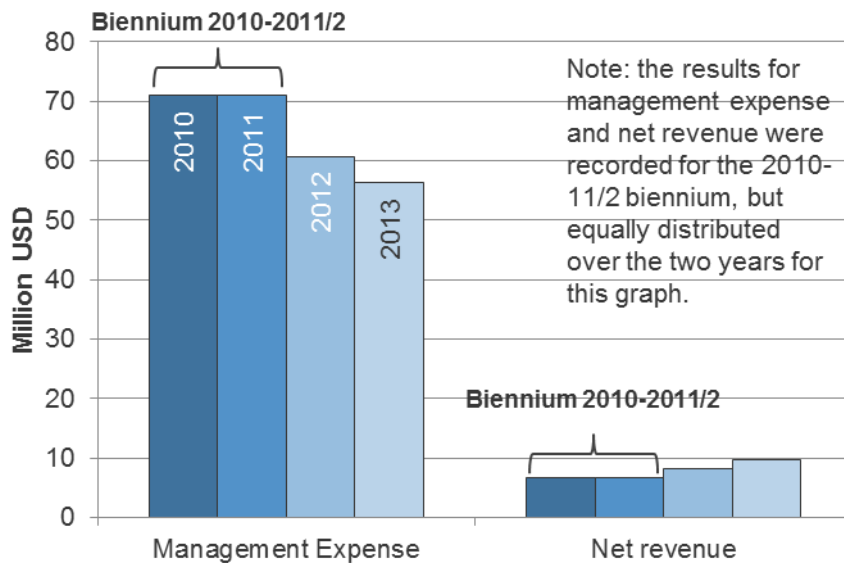
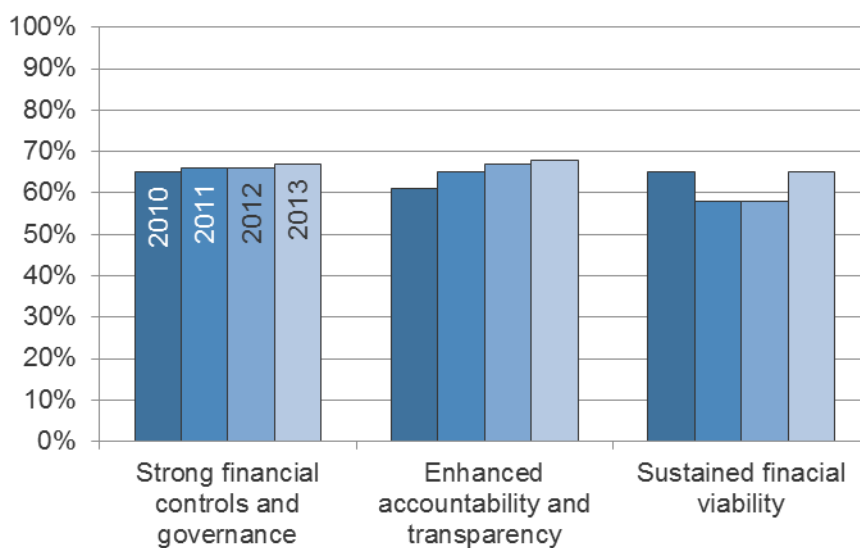


Figure 20. Share of positive response (strongly agree or agree) to the question “UNOPS has improved in these areas” from UNOPS annual global personnel survey



Ensure financial control

14. The organization ensured **sufficient funds for provisions, write-offs, and bad and doubtful debts** throughout the 2010-2013 period. For three consecutive years, all personnel required to file **financial disclosure statement** did so on time. Finally, the organization continued to **respond to and implement external audit recommendations** from the United Nations Board of Auditors. UNOPS **has successfully implemented IPSAS** and has fully funded employee benefits and related liabilities.

Figure 21. Funds for provisions and write-offs at year-end

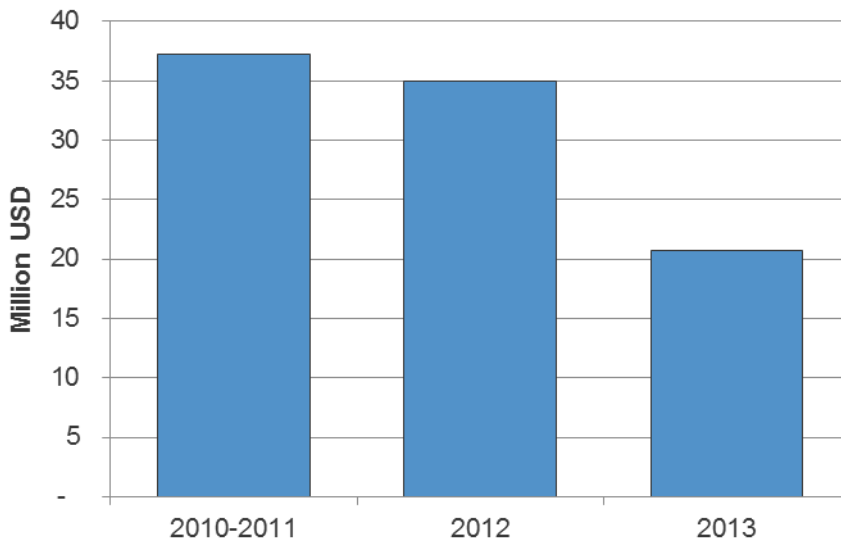
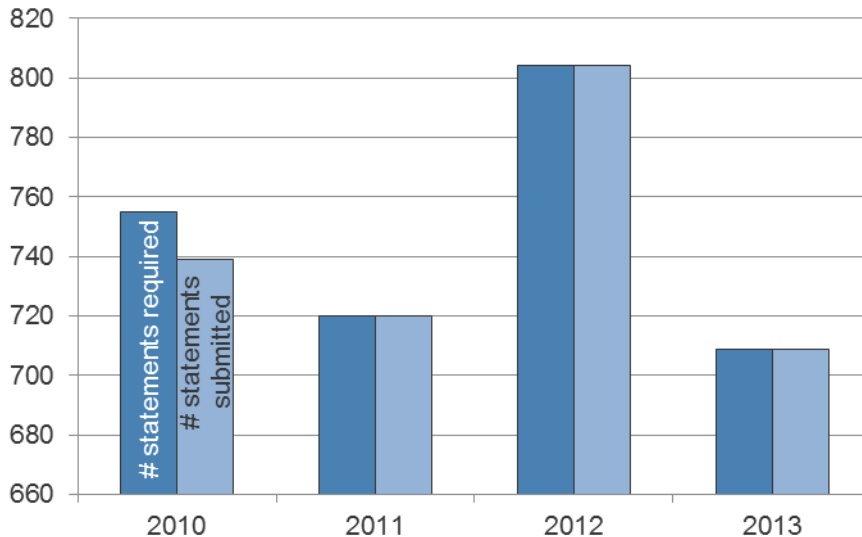


Figure 22. Filing compliance with regard to financial disclosure statements



Invest for sustainability

15. The **UNOPS growth and innovation fund (GIF)** continuously championed strategic investment projects in support of the implementation of UNOPS strategic plan. Building on a GIF-funded project started in 2012, UNOPS initiated the development of a **sustainability marker** for assessment of project design and delivery of contributions to partners' sustainable results.

Figure 23. Growth and Innovation Fund allotments and number of projects supported
(Note: allotments may support multi-year projects)

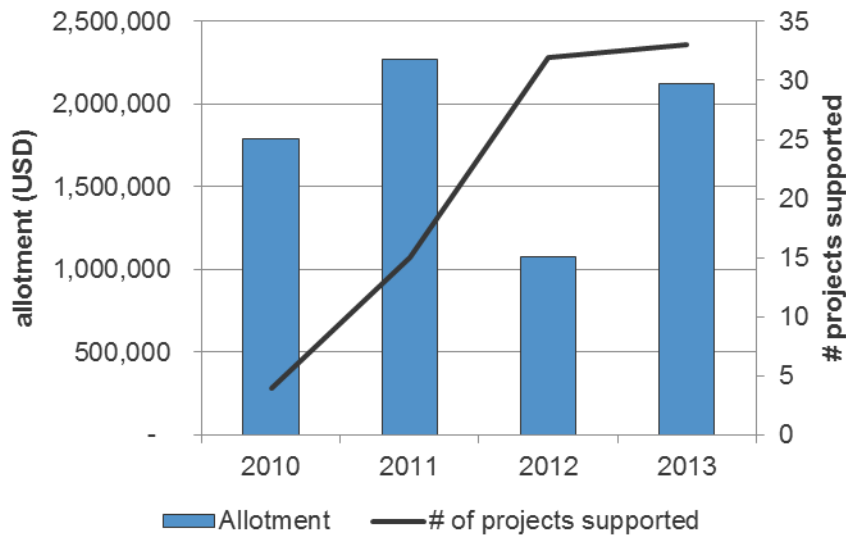
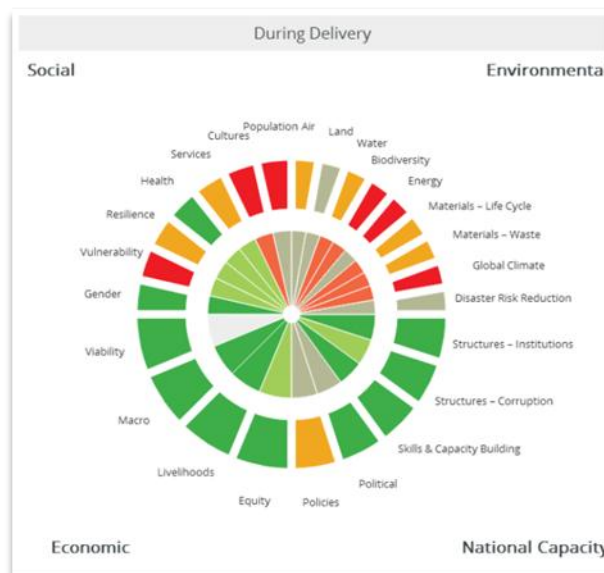


Figure 24. Screenshot of UNOPS sustainability marker



B. UNOPS management results, 2010-2013

A. Partner perspective – recognized value

Deliver world-class products and services adding sustained value

Key performance indicator	Results, 2010-2013
A.1. Partner satisfaction	<p>In the period February-April 2012, in the context of its midterm review, UNOPS conducted an extensive global partner survey that included both present and potential partners, including representatives at the organizational and country levels. The list of 361 respondents included governmental and intergovernmental organizations, non-governmental organizations, private organizations and United Nations partners. To solicit partner reactions to the UNOPS Strategic Plan and feedback on performance since the extensive partner survey in 2012, UNOPS conducted an online partner survey with a more select number of questions in May 2013. The number of respondents in the online survey was 234.</p> <p>Results on overall partner satisfaction, as well as on partner satisfaction with more specific UNOPS processes and qualities, were derived from answers to the quantitative questions in the partner surveys, where partners indicated their current or previous experience of working with UNOPS.</p> <p>In terms of promoting UNOPS, 81 per cent in 2012 and 80 per cent in 2013 were likely or very likely to recommend UNOPS to others based on their experience.</p> <p>With respect to overall satisfaction, in 2012 78 per cent of respondents were positive (satisfied or extremely satisfied) and somewhat fewer, 73 per cent, were satisfied with the ability of UNOPS to deliver as per agreement. The percentages of neutral respondents to those two questions were 17 and 22 per cent, respectively, leaving less than 6 per cent and 5 per cent, respectively, expressing dissatisfaction. With regard to specific UNOPS processes and qualities, 78 per cent were positive concerning the knowledge and expertise of UNOPS, and 71 per cent were positive about the ability of UNOPS to provide timely responses and customer service. The results can be compared to relevant targets from the strategic plan, 2010-2013, and from the 2010-2011 budget estimates, which range between 85 and 90 per cent. The percentages of neutral respondents to the two questions were 18 and 22 per cent, respectively, leaving less than 5 per cent expressing dissatisfaction with UNOPS knowledge and expertise. Slightly more respondents, 7 per cent, expressed some dissatisfaction with the ability of UNOPS to provide timely responses and customer service.</p> <p>In 2013, 75 per cent of respondents were positive with respect to overall satisfaction (satisfied or extremely satisfied), leaving 19 per cent of neutral respondents, and 6 per cent expressing dissatisfaction.</p> <p>The satisfaction rate was low with respect to perception of UNOPS cost effectiveness in 2012, at 48 per cent; considerably below the 75 per cent target set in the strategic plan, 2010-2013. The percentage of neutral respondents to this category was significantly higher compared to the other quantitative questions in the partner survey; 41 per cent. Partner satisfaction with the ability of UNOPS to report the results of its projects, both technical and financial, was also lower compared to the 80 per cent target from the strategic plan 2010-2013. However, positive results increased from 63 per cent in 2012 to 66 per cent in 2013. The percentage of respondents expressing dissatisfaction with reporting was also reduced from 11 per cent in 2012 to 7 per cent in 2013.</p>
A.2. The position of UNOPS in physical infrastructure, procurement, humanitarian and post-crisis	<p>On 20 December 2010, the General Assembly adopted resolution 65/176 reaffirming the UNOPS mandate and the range of partners with whom the organization can work. It highlighted the role of UNOPS as a central resource for the United Nations system in procurement and contracts management, civil works, and physical infrastructure development, including related capacity development activities.</p> <p>In June 2012, the Executive Board encouraged UNOPS to further mainstream the</p>

<p>response, and enhancement of national implementation capacity</p>	<p>national capacity agenda in the competency areas where UNOPS has a mandate and a recognized comparative advantage, namely, project management, infrastructure and procurement, including through the use of local resources.</p> <p>In June 2013, the Executive Board called on United Nations system organizations to actively seek efficiency gains through greater collaboration, taking into account the competitive advantages of UNOPS in its mandated areas of expertise: procurement, infrastructure and project management, including provision of implementation, transactional and management advisory services.</p> <p>At \$1.015 billion, UNOPS procurement represented 6.9 per cent of total United Nations procurement in 2010. In 2011, at \$778 million UNOPS procurement represented 5.5 per cent of total United Nations procurement; in 2012, at \$739 million, UNOPS represented 4.81 per cent, an absolute as well as relative decrease in the share of United Nations procurement.</p> <p>With regard to procurement within distinct categories, the names of procurement categories changed between 2010, 2011 and 2012, while the actual products and services procured within each category remained largely the same.</p> <p>Consequently, UNOPS procurement represented 23 per cent of total United Nations procurement in the category of construction, engineering and architectural services in 2010, and 23 per cent in the category of construction, engineering, and other technical services in 2011. In the category building and facility construction and maintenance services, including office maintenance, UNOPS procurement reached 19 per cent of United Nations total in 2012.</p> <p>In 2010, UNOPS procurement represented 36 per cent of total United Nations procurement in the category of motor vehicles and parts, including other transportation equipment, and 31 per cent in the category of motor vehicles, parts and other transportation equipment in 2011. 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.</p> <p>By the end of 2011, the UNOPS results-based reporting tool indicated that UNOPS managed post-conflict and peacebuilding as well as post-disaster related projects in 30 countries. That was significantly higher than the target of 15 countries set in the 2010-2011 budget estimates.</p> <p>Delivery in low-income countries and countries affected by conflict continued to increase both in relative and absolute terms during the period. This trend is a testament to partners' confidence in the ability of UNOPS to operate in these challenging environments.</p> <p>In 2010, half of the projects supported by UNOPS worked on developing national capacity by enhancing institutions or developing skills. This percentage remained stable through 2011, 2012 and 2013 at 56, approximately 50 and 47 per cent respectively.</p>
<p>A.3. Partner delivery</p>	<p>In 2010 the overall delivery of UNOPS amounted to \$1.27 billion, while in 2011 it amounted to \$1.06 billion. The decline was due mainly to the phasing-out of large-scale procurement projects in India, and changes in the legislative environment in Peru. Despite that drop, UNOPS delivery in low-income countries and countries affected by conflict rose to \$512 million, or 48 per cent of delivery – an increase from the 39 per cent in 2010.</p> <p>The one-time delay in recognizing delivery and related revenue associated with the transition to IPSAS affected UNOPS delivery and revenue figures negatively in 2012. UNOPS overall delivery was \$977 million under the new accounting standards, while had the former accounting standards been applicable, delivery would be comparable to that of 2011. Delivery in low-income countries and countries affected by conflict continued to increase as a percentage of total delivery to 51 per cent.</p> <p>At the time of writing, UNOPS 2013 delivery is estimated at \$1.1 billion, 99 per cent of its annual target and above the levels in 2012 and 2011. Delivery in low-income countries and countries affected by conflict accounted for 62 per cent of total delivery.</p> <p>To improve on-time delivery, UNOPS introduced a new performance indicator. As part of the project assurance process, project managers are asked to assess the performance</p>

	<p>of their respective projects in terms of delivering at the agreed cost and within the agreed time. In 2010, it was assessed that 71 per cent of the UNOPS global portfolio was on track for cost and schedule. By 2011, that number had increased to 73 per cent. In 2012, it was assessed that 80 per cent of the UNOPS global portfolio was on track for cost and schedule, while it was assessed in 2013 that 21 per cent of the portfolio was behind by either cost, schedule or both.</p>
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Build sustainable partnerships

Key performance indicator	Results, 2010-2013
<p>A.4. New and extended partner agreements</p>	<p>As a self-financing organization, signing new agreements with partners is vital in order for UNOPS to ensure its financial sustainability.</p> <p>New agreements signed between UNOPS and its partners totalled \$1.81 billion in 2010 and \$1.45 billion in 2011. New and extended agreements signed in 2012 totalled \$1.35 billion.</p> <p>In 2013, UNOPS signed \$1.96 billion worth of engagement additions, exceeding its annual target by 50 per cent.</p> <p>In 2010, UNOPS established the outreach and partnerships group (OPG) to better serve its partners. OPG brought together the communications unit, the Brussels liaison office, and the UNOPS implementation support practices, which provide support in areas where UNOPS has a recognized ability to enhance the operational capacities of its partners. In addition to providing support to proposals made by UNOPS regional offices and operation centres, OPG prepared eleven proposals at the institutional level. While a number of the proposals are still pending, three have been concluded, resulting in the selection of UNOPS services in two cases.</p> <p>In 2012, based on input from partners, as captured in the global partner survey, senior managers, as captured in a best practice organizational maturity assessment, and an analysis of overall organizational performance, strategic change initiatives were launched to enhance the level of UNOPS service and outreach to partners. These included initiatives to support greater collaboration and coordination around key partners, as well as leveraged presence on the ground.</p> <p>In 2013, the Global Partner Services Office was established with a view to engage in global partnerships for sustainable development within infrastructure, procurement, project management and management advisory services.</p> <p>Throughout the period UNOPS continued to develop its knowledge partnership with the Certified Institute for Purchasing and Supply (CIPS) established in April 2010. The partnership aims to develop the procurement and supply chain management capacity of national governments.</p> <p>To further strengthen the UNOPS infrastructure practice, particularly as UNOPS secured the ISO-14001 environmental management certification in 2013, UNOPS intensified its knowledge partnerships with Arup (established in 2010), as well as with DLA Piper (established in 2011).</p> <p>In 2013, UNOPS gained four prestigious project management certifications from both the Association of Project Managers Group (APMG) and the Project Management Institute (PMI). UNOPS is now recognized as an education and training provider as well as accredited consultant in project management.</p>
<p>A.5. UNOPS contributions and collaboration within the United Nations system</p>	<p>In 2010 and 2011, 62 per cent and 61 per cent, respectively, of UNOPS project delivery was on behalf of the United Nations system. In 2012, the number increased to around 65 per cent; decreasing to 60 per cent in 2013.</p> <p>UNOPS is a participating and contributing member of the United Nations and collaborates and contributes to United Nations country teams and United Nations Development Assistance Frameworks (UNDAFs).</p> <p>In the midterm review partner survey carried out February-April 2012, 64 per cent of respondents, including representatives of other United Nations organizations, replied positively (selecting 4 or 5 on a 5-point scale ranging from '1. Never</p>

	<p>contributes/collaborates' to '5. Regularly contributes/collaborates') in describing the UNOPS collaboration with the United Nations system and the wider development community (slightly below the 2011 target articulated in the 2010-2011 budget estimates). In 2013, positive replies increased to 71 per cent.</p> <p>In the 2012 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. During the mid-year review in 2012, UNOPS assessed that substantive contributions had been made to 29 of the 38 relevant UNDAFs identified (83 per cent), somewhat below the internal target of 90 per cent. During the mid-year review in 2013, the number of UNDAFs deemed relevant had increased to 46 and the number of substantive contributions had increased to 34 (74 per cent).</p>
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Communicate effectively and transparently

Key performance indicator	Results, 2010-2013
<p>A.6. Website average views and maintenance</p>	<p>With increased organizational maturity, a focus on the quantity of website updates shifted to the quality of website contents. To increase accountability and transparency, UNOPS expanded its website and broadened coverage of its operations in 2010, introducing an information disclosure policy that makes public a wide range of UNOPS documents, agreements, project descriptions and procurement actions. UNOPS lists all project expenditures on its public website. In 2011, the information published on the UNOPS website increased. UNOPS also joined the International Aid Transparency Initiative (IATI).</p> <p>The average number of visits per month to the UNOPS public website (www.unops.org) has increased steadily, from 70,000 in 2010 and 82,000 in 2011 to 86,000 in 2012 and 85,000 in 2013; above both 2012 and 2013 targets. In 2013 UNOPS has increased its online reach with the use of different social media channels (e.g. <i>facebook</i>, <i>twitter</i>, <i>linked in</i>).</p> <p>Internally, UNOPS launched an upgraded version of its intranet in 2011, based on 'SharePoint 2010', which allows for enhanced communication and decentralized sharing of tools and information. To ensure the quality of regional websites, parameters and targets were established to ensure compliance with institutional standards. The percentage of regional entity websites compliant with institutional standards was 95 per cent in both 2012 and 2013, exceeding the 85 per cent and 90 per cent respective targets.</p>
<p>A.7. IATI compliance</p>	<p>To keep partners better informed about UNOPS activities, there was a focus on strengthening systems for reporting the results that UNOPS helps bring about. This led to the creation of the partner centre and a range of other initiatives to promote transparency at all levels.</p> <p>Since UNOPS became a signatory to IATI in September 2011, it has worked consistently on improving the quality and provision of data. A major step in this direction was taken in 2012 with the launch of the cutting-edge new platform data.unops.org. The website provides detailed information about approximately 1,000 UNOPS projects which are geo-coded and tagged by development sector, allowing users to explore the projects in different ways.</p> <p>To support the success of IATI, UNOPS has become a member of its steering committee and is active in technical group meetings. The first IATI Annual Report was published in April 2013 and UNOPS data rated strongly in the key attributes being monitored according to the methodology with 100 per cent of published files fully compliant with the standard. Since September 2013, UNOPS has been part of the IATI secretariat providing financial management and logistical support to the Initiative as well as continuing strong participation as a member of the steering committee and technical advisory group.</p> <p>According to a case study in the 2012 aid transparency index of <i>Publish What You Fund</i>, an assessment of UNOPS activity-level data quality (33 per cent of the</p>

	<p>methodology used) ranked UNOPS third among all donors in the index. UNOPS was praised for the quality and breadth of its reporting.</p> <p>In 2012, UNOPS website started publishing the executive summaries of internal audit reports issued after 30 June 2012 and the complete internal audit reports issued after 1 December 2012.</p>
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B. Business process perspective – process excellence

Improve process efficiency and effectiveness

Key performance indicator	Results, 2010-2013
B.1. UNOPS legislative framework and process documentation	<p>In 2011, the UNOPS global quality management system was awarded ‘ISO-9001’ certification from the International Organization for Standardization. In the course of certification, UNOPS documented its core business processes and showed that they were consistently followed and refined. The relevant business processes of all UNOPS management and enabling practices were thus externally validated. During 2012 and 2013, follow-up surveillance audits confirmed the certification, which provides assurance that the business processes of UNOPS are designed to meet partners’ needs, are being implemented consistently, and are continuously being reviewed and improved.</p> <p>In 2013, UNOPS environmental management system processes for infrastructure were certified to ‘ISO-14001’.</p> <p>In 2010, the UNOPS policy framework comprised 32 organizational directives and 53 administrative instructions. By the end of 2011, the number of organizational directives had increased to 33 and the numbers of administrative instructions to 59. Already at a significant level of maturity, UNOPS focused primarily on refining the existing policy framework for practical application in 2012, and ended the year with a policy framework comprising 33 organizational directives and 63 administrative instructions. UNOPS ended 2013 with 35 organizational directives and 63 administrative instructions.</p> <p>UNOPS replaced its guidance notes with instruction and guidance. By the end of 2011, there were 292 instructions and 88 pieces of guidance available in the UNOPS knowledge system, well above the target of 150 set in the 2010-2011 budget estimates. In 2012, while the number of instructions remained stable, the number of guidance articles increased by 34 per cent, to 119.</p>
B.2. Project implementation planning	<p>At \$1.27 billion, actual delivery in 2010 constituted 79 per cent of planned delivery, expressed by available project budget. In 2011, at \$1.06 billion, actual delivery constituted 72 per cent of project budget for the year. With the move to IPSAS, project expense is only recognized at the time of actual delivery and not when the purchase order is raised, as under the previous accounting standard. This affects the ratio between project budget, which is necessary for raising purchase orders, and project expense which is recorded at a later point compared to previous years. At \$977 million, actual delivery constituted 64 per cent of project budget in 2012 and at \$1.1 billion, actual delivery constituted 73 per cent of project budget in 2013, both of which were below the 80 per cent target set in the strategic plan, 2010-2013.</p>
B.3. Project management process effectiveness and efficiency	<p>The number of dormant projects (projects identified as active but which have not received any expense postings for a period of six months or longer) has been kept at a steady level, below 5 per cent, in 2010, 2011, 2012 and 2013.</p> <p>The number of projects exceeding 18 months in operational closure was reduced from 11.5 per cent in 2010 to 8.9 per cent in 2011. In 2012, due to improved efficiency, UNOPS changed the target period for the operational closure of projects from 18 months to six. The number of projects exceeding six months in operational closure was reduced from 32 per cent, in 2011, to 24 per cent in 2012 and efforts to further these results were continued in 2013.</p>
B.4. Finance process	<p>The average number of days for the regular quarterly financial closure in 2010-2011 was between seven and nine working days, which was reduced in 2012 to an average of</p>

effectiveness and efficiency	<p>six working days, well below the UNOPS internal target of 30 days (which was the basis for the target set in the 2012-2013 budget estimates).</p> <p>The average time used for the financial closure of projects was reduced sharply, from approximately 15 months in 2010 to nine months in 2011. In 2012 and 2013, UNOPS worked on improving the project financial closure tool to achieve greater financial closure efficiency.</p>
B.5. Human resources process effectiveness and efficiency	<p>In 2011, three new policies on recognitions, rewards and sanctions, personnel performance management, and a talent management framework were put in place to attract, retain and develop talent.</p> <p>97 per cent of staff completed the 2010 performance and results assessment process on time. The same percentage had completed the 2011 process by the end of February 2012, one month earlier than in the previous year and the same completion rate was maintained for 2012. February completion rate for the 2013 performance and results assessment was down to 94 per cent.</p> <p>In 2012, UNOPS launched its global personnel recruitment system, an e-recruitment system that will facilitate the recruitment process and provide process-time information and high-quality tracking data, as well as an electronic global leave system and an online performance evaluation system for individual contractors.</p> <p>In 2013, UNOPS established a payroll system to fully automate the payment process for salaries of approximately 3000 colleagues on individual contractor agreements (ICA). The system was first launched in in four countries (HQ and field offices), covering approximately 1500 colleagues.</p> <p>Process efficiencies were gained through the centralization of human resources services in the Bangkok Service Center. Furthermore, a review of the local ICA fee mechanism was conducted, along with an implementation plan for 2014 aimed at making the fee structure more consistent, less cumbersome for setting, and to the benefit of the local ICAs in terms of pay levels and additional benefits.</p>
B.6. Security and business continuity assurance	<p>The United Nations Department of Safety and Security compliance missions conducted in 2010 and 2011 show that, in 2010, the average percentage of minimum operating security standards (MOSS) compliance in evaluated UNOPS offices was 66 per cent. In 2011, the average percentage of MOSS compliance in evaluated UNOPS offices was 94 per cent, above the 85 per cent target set in the strategic plan, 2010-2013. In 2012, the average percentage of MOSS compliance in evaluated UNOPS offices fell slightly, to 84 per cent. Acknowledging the need for a continued focus on compliance with security standards UNOPS introduced new procedures to facilitate an increase in the MOSS compliance rate of UNOPS offices, which increased to 92 per cent in 2013. In addition, in 2013 UNOPS started systematically analysing MOSS self-assessment from all offices to further enhance its overview of security needs globally.</p>

Comply with processes

Key performance indicator	Results, 2010-2013
B.7. Internal audit recommendation implementation	<p>The implementation rate of accumulated internal audit recommendations at the end of 2010 and 2011 was 71 and 86 per cent, respectively – above the target of 50 per cent set in the strategic plan, 2010-2013. By the end of both 2012 and 2013, that rate had gone up to 93 per cent. The implementation rate of high- and medium-risk recommendations pertaining to management practices was 87 per cent in 2011 and 86 per cent in 2012.</p> <p>The number of internal audit recommendations remaining unresolved for more than 18 months was reduced by 91 per cent, from 82 in 2010 to seven in 2011. That number remained low at 16 in 2012, and was further reduced to 6 in 2013.</p>
B.8. Internal audit coverage	<p>The UNOPS internal audit and investigation group (IAIG) issued 52 reports in 2010 and 48 in 2011, making a total of 100 reports for the biennium – slightly below the target of 110 reports set in the 2010-2011 budget estimates. In 2012, IAIG issued 34 audit reports, completing the 2012 workplan with no audits carried over to 2013. All internal</p>

	<p>audits planned for 2013 were completed and 21 reports issued.</p> <p>In terms of implementing its risk-based internal audit plan, IAIG completed 34 per cent of planned audits in 2010. By the end of 2011, it had completed the 2010 planned audits and accomplished 85 per cent of its work plan for the year, above the 75 per cent and 80 per cent targets set in the 2012-2013 budget estimates. By the end of 2012, IAIG had completed the remainder of the 2011 planned audits as well as carried out all planned audits for 2012. In 2013, IAIG completed 100 per cent of planned audits.</p> <p>In 2012, the IAIG engaged the services of the Institute of Internal Auditors (IIA) to conduct an external quality assessment of IAIG activities in accordance with standard 1312 of the International Standards for the Professional Practice of Internal Auditing. UNOPS was assessed by the IIA as ‘generally conforming’ with the standards and being in compliance with the IIA code of ethics, the highest rating offered by the IIA.</p>
<p>B.9. Procurement and procurement oversight effectiveness and efficiency</p>	<p>The average duration of the formal solicitation process in UNOPS was 88.2 days in 2010, 81.1 days in 2011, 78.2 days in 2012 and 68.4 days in 2013, below the targets of 87 and 85 days set for 2012 and 2013, respectively, in the corresponding biennium estimates.</p> <p>The average processing time for procurement cases for the headquarters contracts and property committee was 7.7 days in 2010, 9.7 days in 2011, 7.8 days in 2012 and 7.9 days in 2013, below the target of 8.0 days set in the 2012-2013 budget estimates.</p> <p>In 2011, UNOPS attained organizational certification from the Chartered Institute of Purchasing and Supply (CIPS), becoming the first organization to undergo assessment in the field of sustainable procurement. In 2013, UNOPS achieved silver rating in CIPS sustainable procurement review; up from the bronze rating previously achieved. In addition, in 2012, UNOPS became member of the Sustainable Public Procurement Initiative, whose goal is to promote the worldwide implementation of sustainable public procurement through increased cooperation between key stakeholders. In September 2013, UNOPS hosted the High-Level Committee on Management (HLCM) procurement network meeting, to promote the United Nations wide collaborative procurement initiative.</p>

Innovate

<p>Key performance indicator</p>	<p>Results, 2010-2013</p>
<p>B.10. Results management and process improvement</p>	<p>In the context of the quality management review process, the practice coordinator group, established in 2011, identified 31 cross-practice improvement initiatives. By the end of 2011, 100 per cent of the initiatives were on track for timely implementation. Once the initiatives have been fully implemented, suitable performance indicators may be identified to record the tangible benefits of the improvement initiative. In 2012, based on the findings of the midterm review, work by UNOPS senior management before, during and after the 2012 global management meeting, an action plan was developed to focus the execution of the strategy for the remainder of the biennium. The plan reflects six strategic change projects, ‘must-wins’, incorporating a series of specific initiatives, which will address key areas for improvement.</p> <p>In May 2013, UNOPS was externally assessed by the European Foundation for Quality Management (EFQM) in their recognized for excellence framework. UNOPS was the first organization to receive a rating of ‘4’ at the initial assessment.</p> <p>In 2012 and 2013, balanced internal target agreements, with defined targets and performance indicators for all four perspectives of the UNOPS balanced scorecard, were signed by UNOPS regions. Furthermore, practice quality scorecards, based on the balanced scorecard structure, were developed for the management and delivery practices. The scorecards include performance indicators for representative business processes in each practice.</p>

C. People perspective – people excellence

Recruit and recognize talent

Key performance indicator	Results, 2010-2013
C.1. Personnel satisfaction	<p>The percentage of personnel saying they were satisfied with their jobs rose to 85 per cent in 2013 from 84 per cent in 2012, 82 per cent in 2011 and 80 per cent in 2010.</p> <p>The UNOPS ‘personnel attitude index’ increased from 78 per cent in 2010 to 81 per cent in 2011, 82 per cent in 2012 and 85 per cent in 2013. This was higher than the targets set in the 2010-2011 and 2012-2013 budget estimates. The personnel attitude index measures the share of UNOPS supervised personnel expressing a positive attitude on the personnel attitude index. The index is established as a composite measure of the rating by personnel of three questions in UNOPS global personnel survey: “a. I am motivated to make UNOPS successful”; “b. Overall, I am satisfied with my job”; and “c. I would recommend UNOPS as a good place to work”.</p> <p>In the 2010 survey, 40 per cent responded positively to a statement on the ability of UNOPS to offer adequate career development opportunities. In 2011, that number had increased to 46 while in 2013 it reached 55 per cent; above the 45 per cent target in the 2010-2013 strategic plan.</p> <p>In the 2010 survey, 68 per cent of respondents were satisfied with the quality and amount of information they received about activities in their office. That percentage had increased to 69 per cent in 2011, to 73 per cent in 2012 and to 76 per cent in 2013; higher than the 75 per cent target set in the 2010-2011 budget estimates.</p> <p>In the 2011 survey, 82 per cent of respondents indicated that they use the intranet actively to seek information, and 84 per cent expressed satisfaction with the UNOPS intranet, up 4 per cent from 2010. In the 2013 survey, 86 per cent of respondents indicated that they use the intranet actively to seek information, and 87 per cent expressed satisfaction with the UNOPS intranet, the same as 2012 and above the 80 per cent target set in the 2012-2013 budget estimates.</p> <p>In 2011, 74 per cent of respondents expressed satisfaction with the overall access to United Nations and UNOPS safety and security information, down from 77 per cent in 2010. The percentage rose to 85 in the 2012 and 2013 surveys, above the 78 and 80 per cent respective targets set in the 2012-2013 budget estimates.</p> <p>In 2010, staff turnover was 15.5 per cent, above the 15 per cent target set for 2013 in the 2010-2013 strategic plan. In 2011, that number had increased slightly to 17 per cent. Staff turnover was 15.8 per cent in 2012, and was 18.5 per cent in 2013.</p>
C.2. Personnel performance management	<p>In 2010, 97 per cent of staff who initiated the performance and results assessment process had identified individual development plans which had been approved by their supervisors. In 2011, the percentage remained at 97; however, the assessment completion rates were attained one month earlier than in the previous year.</p> <p>In 2013 UNOPS continued to strengthen personnel performance management with the third year of a pilot ‘rewards, recognition and sanctions’ policy, endorsed by the International Civil Service Commission (ICSC), including merit rewards based on corporate, regional and team performance. In July, UNOPS presented an evaluation of the overall pilot to the ICSC and received agreement to continue with the programme. The policy also provides tools to address under-performance.</p> <p>In addition, UNOPS introduced a performance management learning programme, designed to strengthen performance management capability in the organisation. This ran throughout 2013, with more than 500 colleagues participating.</p> <p>The 2013 personnel survey results also showed an increased level of satisfaction in this area, with 72 per cent of personnel indicating that they are satisfied with the level and frequency of performance management conversations with supervisors, an increase from 66 per cent in prior year.</p> <p>UNOPS Awards programme also allowed the organization to celebrate more than 20</p>

	colleagues and teams for their exceptional contributions with an annual awards ceremony, celebrating in 2013 the achievements of colleagues in Haiti, Afghanistan, Jerusalem and Sri Lanka, amongst others, and recognised excellence in sustainability, project management and innovation.
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Develop talent

Key performance indicator	Results, 2010-2013
C.3. Personnel training and development	<p>In 2010, 736 personnel attended training activities organized by the human resources practice group. In 2011, that number had increased to 896 for a total of 1,632 – above the target set for 2013 in the strategic plan, 2010-2013.</p> <p>In 2012, UNOPS personnel participated in more than 1,865 learning activities or programmes. The increase is due largely to three new initiatives: the corporate induction programme (which 600 people completed online); the global language course (400 people enrolled); and the leadership course (55 people enrolled).</p> <p>In terms of professional certification, in 2010, 83 personnel participated in external certification with CIPS and 37 with the Association of Chartered Certified Accountants (ACCA). In project management, 252 passed ‘Prince2’ exams; 200 at the foundation level and 52 at the practitioner level. In 2011, 82 personnel participated in external procurement certification with CIPS and 42 in external accounting certification with ACCA. A human resources certification was introduced in partnership with Cornell University, with 43 personnel enrolled. In project management, between January 2011 and April 2012, 40 personnel became fully Prince2 certified, after passing exams at the foundation and practitioner levels. Seventy-five project managers also participated in the internally developed UNOPS project management training.</p> <p>In 2012, 128 personnel were enrolled in the CIPS certification, 52 with ACCA and 29 under the e-Cornell international human resources certification programme. 500 personnel were enrolled in the Prince2 certification; 380 of whom took the Prince2 foundation exam, with a 77 per cent pass rate (292), and 128 took the Prince2 practitioner exam, with a 34 per cent pass rate (43). 128 personnel participated in the internally developed project manager certification programme, building on the project management training course launched in the previous year. Of those opting for internal certification, 25 were successfully certified; an 89 per cent pass rate.</p> <p>In 2013, personnel participated in more than 2,800 UNOPS learning activities or programmes, an increase from 1,865 in 2012. In addition to the new performance management learning programme for supervisors, UNOPS also updated the corporate online induction course, which was taken by more than 500 people, and 300 personnel are currently enrolled in language courses to improve capacity in UNOPS official languages.</p> <p>More than 200 colleagues participated in external professional certifications run by, among others, the ACCA (71 participants) and the CIPS (117 participants). More than 500 personnel participated in the ‘Prince2’ exam or in the UNOPS project management certification programme.</p> <p>Throughout 2013, UNOPS continued to focus on leadership development, and 90 per cent of the senior management team was certified with UNOPS leadership development programme, “Leading for results” including training programmes from eCornell and Franklin Covey. At the same time, UNOPS is partnering with the United Nations System Staff College, ensuring that UNOPS representatives participate in the United Nations leadership training.</p>

Embrace United Nations values

Key performance indicator	Results, 2010-2013
C.4. Personnel diversity	<p>The total UNOPS workforce, consisting of personnel who were either supervised by or had contracts managed by UNOPS, amounted to 5,179 at the end of 2010. Of those, 876 were staff and 4,303 had individual contractor agreements. Forty per cent of the staff were women. At the end of 2011, the UNOPS workforce totalled 6,202, of whom 910 were staff and 5,292 had individual contractor agreements. The gender balance for staff remained unchanged.</p> <p>In 2012, the total UNOPS workforce amounted to 6,366, of whom 880 were staff and 5,486 had individual contractor agreements. 38 per cent of the staff were women.</p> <p>At the end of 2013 the UNOPS workforce totalled 7,602. Of these, 850 were staff and 6,752 had individual contractor agreements (732 international and 6,020 local). UNOPS recruited 142 staff in 2013. Of those, 84 were international professional staff, 19 were national professionals and 39 were general service staff. The number of staff who left the organization was 157. Women made up 37 per cent of the total staff.</p>

D. Finance perspective – financial stewardship*Steward financial resources*

Key performance indicator	Results, 2010-2013
D.1. Gross and net revenues	<p>Income to UNOPS from support costs and fees, and advisory and reimbursable services income, amounted to \$149.4 million for the biennium, \$9.2 million higher than the target set in the 2010-2011 budget estimates.</p> <p>Net revenue for the biennium was \$13.6 million before prior year adjustments of \$7.2 million, achieving the \$5 million net revenue target set in the 2010-2011 budget estimates. UNOPS closed 2011 with operational reserves of \$63.5 million, reaching the operational reserve target set by the Executive Board.</p> <p>In conjunction with transitioning to IPSAS 2012, UNOPS started to issue annual financial statements. UNOPS net revenue for 2012 was \$8.2 million and the operational reserve was at \$62.9 million. In 2013, UNOPS net revenue increased to \$9.7 million and the operational reserves at year end stood at \$77.8 million, exceeding the target set by the Executive Board. At this point, UNOPS has fully funded employee benefits and related liabilities as required by IPSAS.</p>

Ensure financial control

Key performance indicator	Results, 2010-2013
D.2. Provisions and write-offs	<p>In 2011, UNOPS did not need to set aside further funds for provisions and write-offs, and recouped \$5.3 million as the provisions balance at the end of the year decreased. At the end of 2013, UNOPS total provision for bad and doubtful debts was \$20.8 million, down from \$35.0 million at the end of 2012.</p>
D.3. Financial compliance	<p>The number of personnel required to file financial disclosure statements in 2010 was 755, of whom 721 did so within the required time. Eighteen of the 34 remaining financial disclosure statements were filed belatedly, making a total of 739 (a 98 per cent filing compliance). Of the 720 active personnel required to file a financial disclosure statement in 2011, all did so (100 per cent filing compliance). In 2012 804 personnel were asked to file, all of whom filed on time (100 per cent compliance). In 2013, 709 personnel required to file, all did so (100 per cent filing compliance) This exceeded the targets set for 2012 and 2013 of 98 per cent and 99 per cent, respectively, in the 2012-2013 budget estimates.</p> <p>With regard to recommendations from the United Nations Board of Auditors (BOA),</p>

	<p>the financial report and audited financial statements for the year ended 31 December 2012 reflected that of the 31 outstanding recommendations made for 2010-2011 and previous biennia, 15 (48 per cent) had been fully implemented, 12 (39 per cent) were under implementation, 3 (10 per cent) had not been implemented and 1 had been overtaken by events at the conclusion of the 2012 annual audit. In 2012, 18 new recommendations were issued by the BOA, and the financial report and audited financial statements for 2013 will confirm how many of these have been implemented in full or partially. In February 2014, a panel of experts gave their opinion on the allocation of financial responsibility between UNOPS and UNDP regarding the interfund account, which resulted in transfer of \$6.4 million to UNOPS. It is expected that this settlement will help resolve three out of the partially implemented recommendations from prior years.</p> <p>In 2012, UNOPS successfully transitioned to International Public Sector Accounting Standards (IPSAS) with an unqualified certified financial statement for the year and fully funded employee benefits and related liabilities</p>
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Invest for sustainability

Key performance indicator	Results, 2010-2013
D.4. Invest in growth and innovation	<p>A growth and innovation fund was established by the Executive Director in 2010. During the biennium, such funding was used to invest in capacity in Haiti, to start up post-flood operations in Pakistan, and in support of innovation driven by the outreach and partnerships group, among others. Those strategic investments contributed to an increase in management expenditure in 2011.</p> <p>During 2012, funding from the growth and innovation fund was used to strengthen the capability of UNOPS to support partners in building infrastructure and procurement capacity, to further UNOPS leadership in terms of transparency, and to strengthen UNOPS capacities in the area of sustainable infrastructure.</p> <p>The growth and innovation fund was evaluated in early 2013 and subsequently repositioned in view of UNOPS strategy 2014-2017. In addition, the application process was refined and the secretariat function strengthened.</p> <p>During 2013, funding from the growth and innovation fund was used inter alia to build the capability of UNOPS to deliver further sustainable results to partners in the Africa region, and to position UNOPS in the area of public infrastructure.</p>

C. UNOPS management results framework 2014-2015 including the Quadrennial Comprehensive Policy Review indicators

1. Introduction

1. In the UNOPS Strategic Plan, 2014-2017 (DP/OPS/2013/3), endorsed by the Executive Board during its Annual Session in June 2013, the organization affirms its commitment to United Nations coherence and contributing to sustainable results that improve the lives of people in need. UNOPS is guided by the Millennium Development Goals and other internationally agreed goals as well as the United Nations policy framework, including the legislative mandate established by General Assembly resolution 67/226 on the Quadrennial Comprehensive Policy Review (QCPR).

2. To ensure further organisational integration and implementation of the General Assembly resolution on the Quadrennial Comprehensive Policy Review (A/RES/67/226), UNOPS has reviewed carefully the 99 performance indicators from the QCPR monitoring and reporting framework as established in the Secretary-General report presented to the Economic and Social Council in February 2014 (A/69/63 – E/2014/10).

3. Notwithstanding its status as an “other entity” in the United Nations system, i.e. not a Fund or Programme, UNOPS is for the duration of the QCPR committed to provide, in its Annual Report to the Executive Board, information on relevant indicators assigned for annual reporting by Funds and Programmes and/or Agency. The below table provides a comprehensive overview of said indicators.

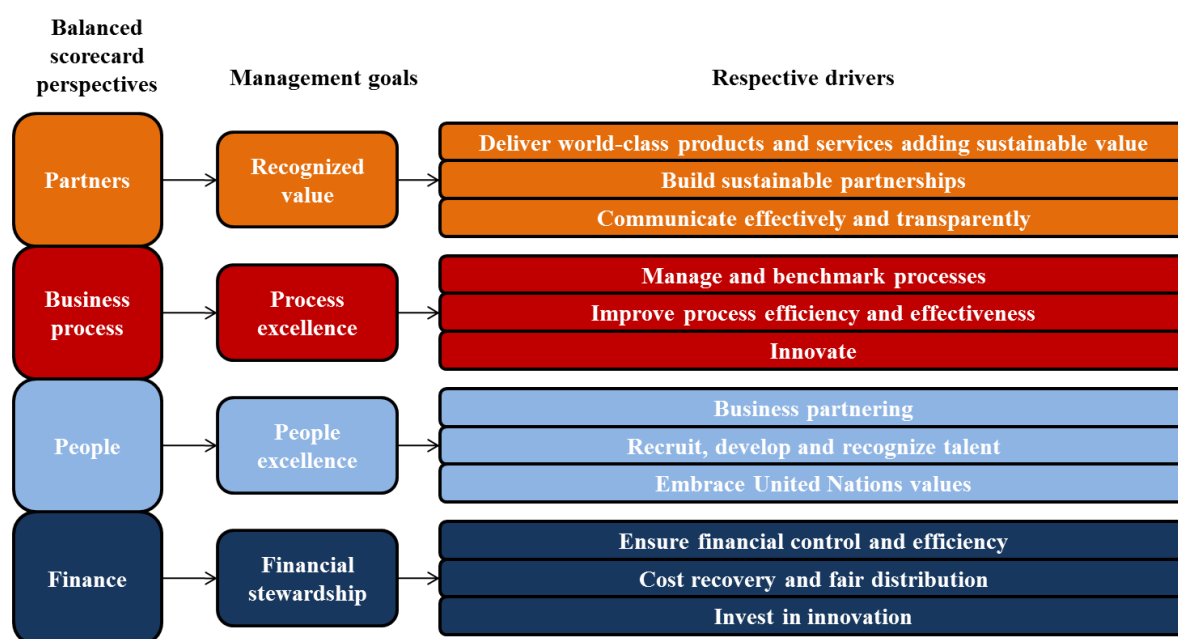
Indicators in A/69/63 – E/2014/10 for reporting in Annual Report of Funds and Programmes and/or Agencies

Indicator #	Operative paragraph(s) of A/RES/67/226	Indicator in A/69/63 – E/2014/10
12	35	Number of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base
13	39	Number of UN funds and programmes that defined common principles for the concept of critical mass of core resources by 2014
17	46	Number of governing bodies of United Nations entities that held structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle
20(a – b)	43, 48, 51, 53	Percentage of total core expenditures on development-related activities by specialized agencies and other United Nations entities directed to programme activities Percentage of total non-core expenditures on development-related activities by specialized agencies and other United Nations entities directed to programme activities Common indicator: Percent of total core expenditures directed to programme activities versus non-core expenditure
22	54	Number of United Nations entities reporting on cost recovery amounts within their regular financial reporting
28	63	Average percentage of agency country offices using the common UNDG capacity measurement approach (when fully developed) Common indicator: Percent of country offices using common UNDG capacity measurement approach (when fully developed)
29	14, 15	Three dimensions of sustainable development reflected in strategic plans of UNDG members
32	74, 77	Number of United Nations entities that integrate South-South cooperation into their strategic plans
33	74, 77	Number of United Nations entities that actively report on South-South cooperation in their strategic plans
56	119	Number of United Nations entities that have simplified and harmonized agency-specific programming instruments (specify type of instrument)
67a	128	Contributions in cash provided to the resident coordinator system Common indicator: [Agency] contribution in cash provided to the resident coordinator system
83	152	Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, information and communications technology and other services

85	159	Proposal on the common definition of operating costs and a common and (standardized) system of cost control presented in 2014
88 (a – f)	152, 154	Number of countries implementing common services Number of countries implementing common long-term agreements Number of countries implementing a harmonized approach to procurement Number of countries implementing common human resources management Number of countries implementing information and communications technology services Number of countries implementing financial management services Common indicator: Number of countries implementing common services, common LTAs, harmonized approach to procurement, common HRM, ICT services or financial management services
90	153	Number of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013

4. UNOPS has also considered the QCPR monitoring and reporting framework in relation to relevant performance indicators in the UNOPS management results framework, as established in the UNOPS budget estimates, 2014-2015 (DP/OPS/2013/6 - annexes) and endorsed by the Executive Board during its Second Regular Session in September 2013. The four management goals, as articulated in the Strategic Plan, 2014-2017, provide direction to how UNOPS ensures the viability of its self-financing business model, and reflect the four perspectives (partners; business process; people; and finance) of the UNOPS balanced scorecard, a core management tool used to drive performance and maturity at all levels of the organization¹.

Figure 1. Management results framework



5. Pursuant to the review of the 99 QCPR indicators and common QCPR indicators of Funds and Programmes, UNOPS has further enhanced its management results framework to include relevant QCPR indicators. To facilitate ease of reference of the Executive Board, and enhance harmonization and accountability the enhanced management results framework is summarized below.

¹ The overall approach of UNOPS to results-based management, covering the contributions of UNOPS to operational results and its achievement of management results, is described in annex IV of the UNOPS Strategic Plan, 2014-2017 (DP/OPS/2013/3 – annexes).

2. UNOPS management results framework reflecting relevant QCPR indicators

Table 1. The partners perspective: recognized value

Balanced scorecard perspective	Management goal	Driver	Performance indicator in DP/OPS/2013/6	QCPR indicator in A/69/63 – E/2014/10 and/or common QCPR indicators of Funds and Programmes
Partners	A. Recognized value	A1. Deliver world-class products and services adding sustainable value	Overall partner satisfaction ²	18b. (OP 10, 11, 13, 19, 30) Percentage share of total country-level programme expenditures spent in least developed countries (excluding local resources)
			Share of UNOPS delivery within its areas of focus	
			Increase in advisory services projects, directly or indirectly, to national and local governments	
			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 ³	
			Share of UNOPS new infrastructure projects that include elements of resilience consideration ⁴	
			Share of UNOPS projects on track for cost and schedule ⁵	
		A2. Build sustainable partnerships	Substantive UNOPS contributions to relevant UNDAFs ⁶	6. (OP 24, 37) Total funding received from non-State partners 7. (OP 24, 37) Percentage share of total funding for United Nations operational activities for development coming from non-State partners Common indicator: Size and trend in funding from government and other non-government partner (including international financial institutions, regional development banks, civil society, private sector)
			Increase in share of UNOPS projects in direct partnership with national and local governments ⁷	
			Increase in engagement addition from identified key partners ⁸	
			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	
		A3. Communicate effectively and transparently	Average number of monthly visits to UNOPS public website ⁹	67b. (OP 128) Contributions in kind provided to the resident coordinator system Common indicator: [Agency] contribution in kind provided to resident coordinator system
			Introduction of sustainability results information, categorized by country, partner or UNOPS delivery practice, on UNOPS public website starting in 2014 ¹⁰	
			UNOPS compliance with IATI standards	

IATI = International Aid Transparency Initiative; UNDAF = United Nations Development Assistance Framework

² Data for measure derived from the UNOPS Partner Survey and calculated as share of respondents who indicate that they are 'satisfied' or 'very satisfied' with UNOPS, or services received from UNOPS.

³ Data for measure derived from the UNOPS results-based reporting tool. With the development of improved tools to support managing for sustainability, including reporting, the methodology for data collection may be further refined.

⁴ Data for measure to be derived from the UNOPS results-based reporting tool. With the development of improved tools to support managing for sustainability, including reporting, the methodology for data collection may be further refined.

⁵ As part of the engagement assurance process, project managers assess the performance of their projects in terms of delivering at the agreed cost and within the agreed time.

⁶ The indicator reflects the share of UNDAFs that UNOPS regional directors have assessed as relevant to UNOPS and to which UNOPS has made a substantive contribution.

⁷ Direct partnership is defined as the party with which UNOPS has signed the engagement contract.

⁸ Results calculated as increase in engagement addition, in the form of new and extended contracts, from key partners, once these have been identified.

⁹ Results calculated as average number of visits per month to the UNOPS public website (www.unops.org).

¹⁰ Sustainability results information, by individual project or aggregated by country typology, partner or UNOPS delivery practice, will gradually be made available on the UNOPS public website starting in 2014.

Table 2. The business process perspective: process excellence

Balanced scorecard perspective	Management goal	Driver	Performance indicator in DP/OPS/2013/6	QCPR indicator in A/69/63 – E/2014/10 and/or common QCPR indicators of Funds and Programmes
Business process	B. Process excellence	B1. Manage and benchmark processes	Share of entities assessed that are successful in maintaining 'ISO-9001' quality management system	71. (130b). Number of countries applying components of the standard operating procedures Common indicator: Number of country offices that are applying the standard operating procedures or components of it
			Implementation of new process management framework based on externally recognized standards, such as those of the APQC	
			Implementation rate of accumulated internal audit recommendations ¹¹	
		B2. Improve process efficiency and effectiveness	Engagement assurance completion rate ¹²	
			Timely operational closure of projects ¹³	
			Average duration of procurement through formal solicitation (number of days)	
			Average duration of staff recruitment (number of days) ¹⁴	
			Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	
			Evaluated offices compliant with minimum operation security standards	
		B3. Innovate	Carbon neutrality achieved	37. (OP 86, 89) Number of United Nations entities that track and report on allocations and expenditures using gender markers Common indicator: Number of countries track report on expenditure using gender markers validated by a quality assurance process
			Share of projects screened and approved using minimum sustainability standards, including gender markers ¹⁵	
			Share of relevant UNOPS vendors screened for adopted sustainability criteria	
			Share of entities assessed that are successful in maintaining 'ISO-14001' environmental management	92. (OP 170) Number of United Nations entities using common results-based management tools and principles as identified in the UNDG Results-based Management Handbook for Country Programming Common indicator: Percent of country offices using common results-based management tools and principles
			Increase in the number of balanced scorecard performance perspectives linked to the UNOPS rewards and sanctions framework ¹⁶	

APQC = American Productivity and Quality Centre; ISO = International Standards Organization

¹¹ Results calculated in accordance with method used by UNOPS Internal Audit and Investigations Group, as overall implementation of audit recommendations issued from 2008.

¹² Data for measure derived from completion rates of UNOPS quarterly assurance process for partner projects, put in place to manage risk and assure that engagements are performing successfully and contributing to objectives.

¹³ In 2012, due to improved efficiency, UNOPS changed the target period for the operational closure of projects from 18 months to six.

¹⁴ Data for measure to be derived from the UNOPS e-recruitment system, known as the 'global personnel recruitment system'.

¹⁵ Data for measure to be derived from the UNOPS sustainability screening tool.

¹⁶ The UNOPS balanced scorecard consists of four performance perspectives: partners, business process, people and finance.

Table 3. The people perspective: people excellence

Balanced scorecard perspective	Management goal	Driver	Performance indicator in DP/OPS/2013/6	QCPR indicator in A/69/63 – E/2014/10 and/or common QCPR indicators of Funds and Programmes
People	C. People excellence	C1. Business partnering	Share of relevant practitioners externally certified ¹⁷	
			Share of relevant practitioners internally certified ¹⁸	
		C2. Recruit, develop and recognize talent	Overall personnel satisfaction ¹⁹	
			Personnel performance appraisal completion rate	
		C3. Embrace United Nations values	Share of females amongst UNOPS supervised personnel (staff and ICAs)	
			Share of females amongst UNOPS supervised international personnel (international professional staff categories and international ICAs)	
			Completion rate of mandatory United Nations learning, including UNOPS induction and security	

Table 4. The finance perspective: financial stewardship

Balanced scorecard perspective	Management goal	Driver	Performance indicator in DP/OPS/2013/6	QCPR indicator in A/69/63 – E/2014/10 and/or common QCPR indicators of Funds and Programmes
Finance	D. Financial stewardship	D1. Ensure financial control and efficiency	Achievement of net revenue target approved by the Executive Board	
			Rate of implementation of prior year United Nations Board of Auditors recommendations	
			Share of required personnel filing of financial disclosure	
		D2. Cost recovery and fair distribution	Share of projects that cover their estimated indirect costs (new pricing) ²⁰	
		D3. Invest in innovation	Share of surplus reinvested in sustainability initiatives ²¹	

¹⁷ Enrolled participants to complete external certification, including for the Chartered Institute of Purchasing and Supply and Prince2, within the allocated timeframe.

¹⁸ Internal certification programmes for UNOPS other delivery practices to be developed in 2013 and launched in 2014.

¹⁹ Personnel satisfaction is measured based on three questions in the UNOPS global personnel survey: 'a. I am motivated to make UNOPS successful'; 'b. Overall, I am satisfied with my job'; and 'c. I would recommend UNOPS as a good place to work'.

²⁰ Measure based on new UNOPS pricing policy, effective July 2013 and calculated as actual fees agreed in signed contracts divided by estimated indirect costs for finalized new engagements.

²¹ The UNOPS growth and innovation fund will be used to invest in sustainability initiatives.