Annex II

Results-based Reporting

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

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

Process
UNOPS collects data for operational results using an online results-based reporting tool, which requires project managers to report on planned and completed project outputs and related services, and to attribute project expense accordingly. In 2018, around 200 project managers completed and certified data entry for more than 900 projects.

To capture sustainability results in its project portfolio, UNOPS included as part of its results-based reporting a questionnaire aligned to the Global Reporting Initiative (GRI) sustainability standards. To ensure a balanced view of UNOPS operations, data points reflecting these results are weighted by project delivery value. The sustainability results are included in the 2018 GRI Content Index (Annex 1 to the 2018 Annual report, prepared in accordance with GRI Standards).

Portfolio
UNOPS service lines comprise: infrastructure, procurement, project management, financial management and human resources. UNOPS also provides other management services. While projects often include multiple components from different service lines (for example procurement activities to complete an infrastructure output), the portfolio analysis in the Annual report is presented from the perspective of the end-output (such as a school), as identified by UNOPS project managers. To report on 2018 results, UNOPS used a list of around 200 outputs, all of which are associated with a service line.

Management Results and Reporting for 2018

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

With UNOPS delivering on its commitment to sustainable approaches, the **partner perspective** illustrates an increase in the share of projects reporting positive impacts on local economies and capacity-building initiatives. As highlighted in the main document, 66% of projects reported positive impact on local economies, exceeding the target of 65%, while 61% reported implementation of capacity-building initiatives. In line with UNOPS ambition to become a more widely known and recognized resource, UNOPS exceeded its targets for subscribers to UNOPS communication channels, as well as the number of visits to the UNOPS public website.

For the **people perspective**, implementation of the UNOPS Gender parity strategy drove an increase in the share of women in senior positions from 29% in 2017 to 31% in 2018. The share of women in the overall workforce

increased from 38% to 39%. In 2019, UNOPS is introducing temporary special gender measures aimed at meeting its gender parity targets.

Through the **process perspective,** UNOPS continues to pursue excellence by, inter alia, benchmarking its processes against external standards. In 2018, 100 per cent of assessed UNOPS offices were successful in maintaining their external industry-standard certifications. Moreover, UNOPS improved its process and knowledge management, with 86% of core processes documented and managed in the Process and Quality Management System. As an indication of process efficiency, 96% of procurement processes were delivered through the e-sourcing tool.

For the **finance perspective**, UNOPS again achieved its net revenue target and minimum requirements for the operational reserve. Moreover, 98% of partner agreements were signed in compliance with its cost recovery policy, and UNOPS met its target of investing 1% of indirect costs in knowledge management and innovation. This confirms UNOPS position as a financially robust organization, well-equipped to expand the pool and effect of resources in support of the 2030 agenda for sustainable development.

UNOPS management results and reporting framework for 2018-2019

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

Table 1. Partner perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results
A. Partner value	A1. Manage partner value	Share of projects reporting positive impacts on local economies	60%	60%	66%
		Share of projects reporting implementation of capacity-building initiatives in project delivery	57%	60%	61%
		Share of projects reported with local community engagement, impact assessment, and development programs	65%	65%	63%
		Share of relevant infrastructure implementation projects that include risk informed effective design and implementation considerations that contribute to resilient outcomes	28%	100%	44%[1]
		Expansion of the concept of packaged management solutions to partners, beyond HR services, through a harmonized corporate approach	$119 million ('16, HR services)	10%	20% increase / $144 million

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[1]Significant increase from 2017 to 2018 reflects enhanced focus on resilience in infrastructure design reviews. UNOPS will further incorporate resilience considerations throughout the project life cycle.

		Share of projects managed in accordance with standardised plan to track for cost and schedule and for which risks are effectively managed to reduce exceptions	Not available	100%	n/a[2]
		Overall partner satisfaction	83% (average 2014-16)	85%	76%[3]
		Willingness of partners to recommend UNOPS services	86% (average 2014-16)	85%	79%[4]
	A2. Partner for knowledge and effect	Share of procurement with registered local suppliers in developing and fragile states	51%	60%	46%[5]
		Increase in new and extended partner agreements from global partners supported by liaison offices	$956 million (average 2014-16)	10%	40% ($1.34 billion)
		Contribution to procurement collaboration across UN agencies (collaborative procurement)	17%	30%	19%[6]
	A3. Communicate contribution of value	Annual report to the Executive Board compliant with Global Reporting Initiative (GRI) standards	100%	100%	100%
		Compliance with IATI standards	20%	100%	100%
		Average number of monthly visits to public website	79,803	85,500	95,840
		Share of public website content available in all official UNOPS languages	83%	80%	91%
		Individuals subscribing to communication channels	175,076	250,000	308,996

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[2] Information not available for 2018. In 2019, UNOPS is introducing a new Project Management tool, oneUNOPS Projects, which will enable improved monitoring of projects' progress against budget and schedule.

[3] 2018 Partner Survey methodology changed to improve quality of partner feedback.

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

[5] Reduction in local procurement partly attributed to increased focus on health procurement, with a predominantly global supplier base.

[6] Increasing share of health procurement in the last three years has had an adverse impact on UNOPS' contribution to procurement collaboration.

Table 2. People perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results
B. People excellence	B1. Embrace a culture founded in UN values and principles	Women in senior positions (ICSC-11 and above)	29%	43%	31%
		Women in workforce (UNOPS personnel only)	38%	50%	39%
		Share of personnel from global South in international positions	43%	50%	46%
		Share of national professional positions in professional positions (excl. CPH, GVA, NY duty stations)	51%	65%	51%
	B2. Attract, recognize and develop talent	Overall personnel engagement	4.18	4.06	n/a[7]
		Personnel performance appraisal completion rate	95%	90%	97%
		Talent benches established for business critical roles, which are actively in use	100% (3 in '16)	100%	100% (3)
		Annual expenditure towards learning activities of its personnel compared to that of international best practices of high performing organizations	67% (2016)	80%	48%[8]
	B3. Reinforce leadership	Score of the Leadership Criterion of the EFQM assessment	53	63	n/a[9]

Table 3. Process perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results
C. Process excellence	C1. Manage efficiency and consistency	Share of projects regularly assessed against criteria for successful projects	98%	98%	100%
		Average project start-up times	95 days (2016)	<95	n/a[10]
		Timely operational closure of projects	80%	85%	69%[10]

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[7] UNOPS People Survey did not take place in 2018. The next survey is scheduled for 2019.

[8] Decrease in UNOPS annual learning expenditure per personnel primarily due to savings related to centralization of learning funds and increased use of e-learning.

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

[10] The introduction of the new project management tool oneUNOPS Projects will improve monitoring of projects' progress against schedule, facilitating enhanced reporting and more timely operational closure.

		Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	100%	100%	100%
		Share of relevant engagements assessed for corruption risks	Not available	100%	n/a[11]
		Procurement processes delivered through e-Sourcing (excl. approved exceptions).	10% (2016)	100%	96%
		Evaluated offices compliant with minimum operating security standards	90% (2016)	90%	n/a[12]
		Share of relevant processes fully or partially performed in the Global Shared Service Center to increase efficiency and consistency	35% (2016)	70%	59%
	C2. Benchmark performance	Share of offices assessed that are successful in maintaining external certifications.	100%	100%	100%
		Share of country offices assessed that comply with the minimum level (level 1) requirements on Health and Safety, Social and Environmental Management	Not available	90%	n/a[13]
		Share of processes identified as core business processes within the APQC framework that have been assessed against a best-practice maturity model and are under continual management and improvement	84%	85%	86%
		Implementation rate of accumulated internal audit recommendations	92%	90%	96%
		Rate of implementation of prior year UN Board of Auditors recommendations	32%	65%	58%[14]
	C3. Innovate services and delivery platform	Carbon neutrality achieved	100%	100%	100%
		Travel policy designed and implemented to reduce travel and emissions (air and land)	Not available	100%	100%
		Share of country offices that have or are implementing capacity-building initiatives for local/regional suppliers, with a particular focus on traditionally disadvantaged populations (i.e. women or youth-owned/controlled businesses).	14%	25%	18%

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[11] A new and tailored tool for enterprise risk management (ERM) will be available through oneUNOPS Projects 2019 onwards.
[12] Minimum Operating Security Standards were abolished in 2017, and offices are now implementing mandatory security measures as per the findings in the local Security Risk Management process.
[13] Compliance to be measured in 2019.
[14] Ratio of recommendations closed by UNBOA in their report on the financial year ended December 2017 (A/73/5/Add.11) and recommendations considered implemented by UNOPS in the report to the Executive Board (DP/OPS/2019), to the overall number of open recommendations from prior years and newly issued recommendations listed by UNBOA in their 2017 report.

Table 4. Finance perspective

Goal	Driver	Performance indicator	2017 baseline	2018-19 targets	2018 results
D. Financial stewardship	D1. Manage growth and delivery	Ratio between value of annual project delivery on existing partner agreements, and value of signed new and extended partner agreements	76% (average 2012-16)	70-80%	83%
		Proportion of new and extended partner agreements that are in compliance with cost recovery policy	Not available	95%	98%
	D2. Attribute costs to value	Achievement of net revenue target approved by the Executive Board	100%	100%	100%[15]
		Cost recovery model aligned with UNOPS service lines	Not available	100%	40%[16]
	D3. Invest in knowledge and innovation	Proportion of management fees collected reinvested	5% (2016)	10%	4%
		Share of indirect cost invested in knowledge management and innovation	Not available	1%	1%

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[15] 2018 Financial Statements not finalized at time of reporting.
[16] Recovery of direct or indirect costs in place for two of UNOPS five service lines (infrastructure and HR services).