

Financial Highlights*

INCOME STATEMENT	2012[^]	2011[^]	% change
<i>Results for the year ended 31 December 2012, with non-comparative figures for the year ended 31 December 2011 (USD '000s)</i>			
Support costs and fees	58,828	61,819	-4.84%
Advisory and reimbursable services income	15,057	8,429	78.63%
Miscellaneous income	3,635	7,262	-49.94%
TOTAL INCOME	77,521	77,510	0.01%
Management expenses	55,533	67,119	-17.26%
Service Expenses	14,818	8,924	66.05%
less: TOTAL EXPENDITURE	70,351	76,043	-7.48%
EXCESS OF INCOME OVER EXPENDITURE	7,170	1,467	388.58%
less: (DECREASE) / INCREASE IN PROVISIONS	749	-5,057	-114.82%
NET EXCESS OF INCOME OVER EXPENDITURE	6,420	6,524	-1.60%

[^] The 2012 income statement figures cannot be compared to 2011 as UNOPS accounts under 2012 are prepared under IPSAS, whereas in 2011 the accounts were prepared under UNSAS.

BALANCE SHEET	31-Dec-12	01-Jan-12	Increase / (Decrease)
<i>Statement of Assets, Liabilities & Reserves as at 31 December 2012, with comparative figures for the year beginning 01 January 2012 (USD '000s)</i>			
ASSETS			
Current assets	952,783	798,699	154,084
Non-current assets	351,286	215,646	135,640
TOTAL ASSETS	1,304,069	1,014,345	
LIABILITIES			
Current liabilities	1,200,850	929,327	271,523
Non-current liabilities	39,194	53,410	-14,216
TOTAL LIABILITIES	1,240,044	982,737	
TOTAL RESERVES**	64,025	31,608	32,417
TOTAL LIABILITIES & RESERVES	1,304,069	1,014,345	

* The above stated expenses, revenue and reserve balance for 2012 are early figures calculated by UNOPS under the new accounting standards and are potentially subject to significant change. These figures are yet to be verified and audited by United Nations Board of Auditors. The 2012 financial audit is expected to take place during May 2013.

** Direct movements in equity is estimated at \$26 million.

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Table 1: Partner groups

	2012		2011		2012		2011		
	IE	IR	IE	IR	IE %	IR %	IE %	IR %	
United Nations	United Nations Departments and Offices	183,312,547	9,874,177	160,758,045	12,251,882	18.76%	18.09%	15.12%	19.82%
	United Nations Other Entities	2,430,563	171,232	70,386	5,242	0.25%	0.31%	0.01%	0.01%
	United Nations Other Related Bodies	71,091,871	4,116,470	89,300,674	5,853,741	7.28%	7.54%	8.40%	9.47%
	United Nations Programmes and Funds	359,377,391	19,547,549	381,279,596	20,991,922	36.78%	35.82%	35.85%	33.96%
	United Nations Research and Training Institute	889,159	71,125	3,201,061	319,753	0.09%	0.13%	0.30%	0.52%
	United Nations Specialized Agencies	18,751,855	1,020,903	13,025,638	879,763	1.92%	1.87%	1.22%	1.42%
	Governments	203,487,946	13,255,887	296,480,148	15,635,852	20.83%	24.29%	27.88%	25.29%
	Inter-Governmental Organizations	38,172,538	2,917,575	47,625,183	3,199,676	3.91%	5.35%	4.48%	5.18%
	International Financial Institutions	17,252,740	716,744	15,100,255	631,895	1.77%	1.31%	1.42%	1.02%
	Multilaterals	34,798,579	1,595,058	20,643,419	1,065,049	3.56%	2.92%	1.94%	1.72%
	Non-Governmental Organizations	9,148,227	628,052	7,629,407	547,334	0.94%	1.15%	0.72%	0.89%
	Other	419,312	6,636			0.04%	0.01%	0.00%	0.00%
	Private Sector	29,803	1,490	29,914	1,496	0.00%	0.00%	0.00%	0.00%
	Trust Funds	37,879,450	646,229	28,314,132	435,908	3.88%	1.18%	2.66%	0.71%
	Grand Total	977,041,979	54,569,127	1,063,457,857	61,819,512	100%	100%	100%	100%

Annex 2

Table 2: 2012 and 2011 implementation expenditures and revenues on behalf of partners¹

		2012		2011		2012		2011		
		IE	IR	IE	IR	IE %	IR %	IE %	IR %	
United Nations	UN Departments and Offices	Department of Economic and Social Affairs (DESA)	613,451	49,073	98,717	7,915	0.1%	0.1%	0.0%	0.0%
		Department of Peacekeeping Operations (DPKO)	174,322,176	9,195,805	152,501,259	11,626,774	17.8%	16.9%	14.3%	18.8%
		Department of Political Affairs (DPA)	548,414	41,523	305,491	24,076	0.1%	0.1%	0.0%	0.0%
		Executive Office of the Secretary-General (EOSG)	4,399,037	351,893	4,252,076	340,506	0.5%	0.6%	0.4%	0.6%
		Office for the Coordination of Humanitarian Affairs (OCHA)	2,635,472	174,937	2,748,944	193,015	0.3%	0.3%	0.3%	0.3%
		Office of Legal Affairs (OLA)		5,425			0.0%	0.0%	0.0%	0.0%
		Office of the United Nations High Commissioner for Human Rights (OHCHR)			226		0.0%	0.0%	0.0%	0.0%
	UN Specialised Agencies	United Nations Register of Damage	793,998	55,521	851,332	59,597	0.1%	0.1%	0.1%	0.1%
		Food and Agriculture Organization of the United Nations (FAO)	94,317	10,329	1,125,326	66,723	0.0%	0.0%	0.1%	0.1%
		International Fund for Agricultural Development (IFAD)	16,468,728	872,246	5,510,462	345,348	1.7%	1.6%	0.5%	0.6%
		International Labour Organization (ILO)	2,171,355	136,145	1,126,157	81,639	0.2%	0.2%	0.1%	0.1%
		United Nations Educational, Scientific and Cultural Organization (UNESCO)			1,574,360	118,077	0.0%	0.0%	0.1%	0.2%
	Programmes and Funds	United Nations Industrial Development Organization (UNIDO)			-1,496	-105	0.0%	0.0%	0.0%	0.0%
		World Health Organization (WHO)	17,455	2,182	3,690,829	268,081	0.0%	0.0%	0.3%	0.4%
		UNDP - MSA Bilateral Donors	170,400	13,660	991,549	9,091	0.0%	0.0%	0.1%	0.0%
		UNDP - MSA Lending Institutions	453,952	-53,982	1,878,041	66,295	0.0%	-0.1%	0.2%	0.1%
		UNDP - MSA NGOs	-294,124	-20,588	1,034,851	72,387	0.0%	0.0%	0.1%	0.1%
		UNDP - MSA Recipient Governments	103,844,269	4,115,573	129,598,927	4,886,058	10.6%	7.5%	12.2%	7.9%
		UNDP Core Funds	54,401,453	3,328,957	71,320,953	4,570,583	5.6%	6.1%	6.7%	7.4%
		UNDP Multi-Donor Trust Funds and Joint Programmes	140,959,508	8,290,742	129,293,791	8,266,849	14.4%	15.2%	12.2%	13.4%
		International Trade Centre (ITC)			39,239	2,747	0.0%	0.0%	0.0%	0.0%
		Office of the United Nations High Commissioner for Refugees (UNHCR)	22,509,747	1,697,021	11,825,279	981,840	2.3%	3.1%	1.1%	1.6%
		United Nations Capital Development Fund (UNCDF)			8,128		0.0%	0.0%	0.0%	0.0%
		United Nations Children's Fund (UNICEF)	15,439,637	1,082,601	9,470,350	677,154	1.6%	2.0%	0.9%	1.1%
		United Nations Environment Programme (UNEP)	6,649,973	288,683	7,175,510	378,968	0.7%	0.5%	0.7%	0.6%
		United Nations Human Settlement Programme (UN-HABITAT)	3,849,015	207,765	3,259,502	170,408	0.4%	0.4%	0.3%	0.3%
		United Nations Office on Drugs and Crime (UNODC)	6,483,542	342,421	12,069,205	674,798	0.7%	0.6%	1.1%	1.1%
		United Nations Population Fund (UNFPA)	3,761,329	173,462	2,062,299	144,100	0.4%	0.3%	0.2%	0.2%
		United Nations World Food Programme (WFP)	1,148,689	81,234	1,251,972	90,642	0.1%	0.1%	0.1%	0.1%
		Research and Training Institutes	United Nations Institute for Disarmament Research (UNIDIR)	889,159	71,125	3,991,972	315,332	0.1%	0.1%	0.4%
	United Nations Institute for Training and Research (UNITAR)				-835,518		0.0%	0.0%	-0.1%	0.0%
	United Nations Interregional Crime and Justice Research Institute (UNICRI)				44,608	4,421	0.0%	0.0%	0.0%	0.0%
	Other Entities	United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN)	63,941	5,569	70,386	5,242	0.0%	0.0%	0.0%	0.0%
		United Nations International Strategy for Disaster Reduction (UNISDR)	2,363,755	165,463			0.2%	0.3%	0.0%	0.0%
		United Nations University (UNU)	2,867	201			0.0%	0.0%	0.0%	0.0%
	Other Related Bodies	International Renewable Energy Agency (IRENA)			-5,220	0	0.0%	0.0%	0.0%	0.0%
		UN Web Buy (UN WEB BUY)	38,585,959	1,659,609	62,672,971	3,326,542	3.9%	3.0%	5.9%	5.4%
		United Nations Development Group (UNDG)	16,094,467	554,221	13,918,220	746,244	1.6%	1.0%	1.3%	1.2%
		United Nations Economic Commission for Europe (UNECE)			-620	-31	0.0%	0.0%	0.0%	0.0%
		United Nations Framework Convention on Climate Change (UNFCCC)	665,881	39,242			0.1%	0.1%	0.0%	0.0%
	Trust Funds	Water Supply and Sanitation Collaborative Council (WSSCC)	15,745,563	1,863,397	12,715,322	1,780,986	1.6%	3.4%	1.2%	2.9%
		KIP Trust Fund	276,856	19,253	221,926	15,196	0.0%	0.0%	0.0%	0.0%
		Livelihoods and Food Security Trust Fund (LIFT)	31,109,173	499,952	22,754,375	354,903	3.2%	0.9%	2.1%	0.6%
		Three Millennium Development Goals Fund (3MDG)	531,167	37,182			0.1%	0.1%	0.0%	0.0%
	Multilaterals	UN-Water Inter-agency Trust Fund	5,962,255	89,843	5,337,832	65,808	0.6%	0.2%	0.5%	0.1%
		Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	34,111,463	1,536,816	20,613,968	1,063,577	3.5%	2.8%	1.9%	1.7%
		International Centre for Settlement of Investment Disputes	105				0.0%	0.0%	0.0%	0.0%
International Food Policy Research Institute		18,414	921	10,100	504	0.0%	0.0%	0.0%	0.0%	
International Union for Conservation of Nature (IUCN)		373	11	19,351	968	0.0%	0.0%	0.0%	0.0%	
Global Environment Facility (GEF)		123,868	8,051			0.0%	0.0%	0.0%	0.0%	
Donor Group		544,357	49,260			0.1%	0.1%	0.0%	0.0%	
Governments	Afghanistan	79,485,344	4,664,363	62,592,892	3,788,168	8.1%	8.5%	5.9%	6.1%	
	Argentina	16,565,272	718,789	91,059,258	3,257,495	1.7%	1.3%	8.6%	5.3%	
	Australia	902,600	62,184	1,916,514	127,405	0.1%	0.1%	0.2%	0.2%	
	Austria	168,319	11,315	882,008	54,526	0.0%	0.0%	0.1%	0.1%	
	Belgium	23,671	605	1,320,394	92,405	0.0%	0.0%	0.1%	0.1%	
	Brazil	40,198	1,608			0.0%	0.0%	0.0%	0.0%	
	Canada	14,205,804	1,033,981	8,130,607	581,488	1.5%	1.9%	0.8%	0.9%	
	China			62,182	6,218	0.0%	0.0%	0.0%	0.0%	
	Democratic Republic of the Congo	135,582	10,054	522,676	37,843	0.0%	0.0%	0.0%	0.1%	
	Denmark	697,091	48,796	1,208,198	84,576	0.1%	0.1%	0.1%	0.1%	
	El Salvador	267,868	10,315			0.0%	0.0%	0.0%	0.0%	
	Germany	276,894	13,850	175,777	7,109	0.0%	0.0%	0.0%	0.0%	
	Greece	1,855	141	-59,080	-2,954	0.0%	0.0%	0.0%	0.0%	
	Haiti	6,530,742	419,668	4,503,761	302,578	0.7%	0.8%	0.4%	0.5%	
	Honduras	58	0			0.0%	0.0%	0.0%	0.0%	
	India	3,481,955	167,970	8,937,276	616,492	0.4%	0.3%	0.8%	1.0%	
	Italy	3,607,707	253,800	6,512,244	470,901	0.4%	0.5%	0.6%	0.8%	
	Japan	3,269,992	228,899	2,758,714	193,110	0.3%	0.4%	0.3%	0.3%	
	Kosovo (under UNSCR 1244/99)	2,921,985	181,847	2,520,329	170,237	0.3%	0.3%	0.2%	0.3%	
	Kuwait			869,361	60,855	0.0%	0.0%	0.1%	0.1%	
	Liberia	858,904	90,065	5,516,950	249,397	0.1%	0.2%	0.5%	0.4%	
	Libya	88,145	5,289			0.0%	0.0%	0.0%	0.0%	
	Lithuania	381,132	26,679	823,418	57,639	0.0%	0.0%	0.1%	0.1%	
	Luxembourg			1,016,825	71,186	0.0%	0.0%	0.1%	0.1%	
	Mongolia			79,451	2,301	0.0%	0.0%	0.0%	0.0%	
	Mozambique	-11,864		217,918	8,717	0.0%	0.0%	0.0%	0.0%	
	Myanmar	11,587,342	268,732	26,534,066	398,819	1.2%	0.5%	2.5%	0.6%	
	Netherlands	4,201,232	266,409			0.4%	0.5%	0.0%	0.0%	
	Nigeria	-18,738	424	562,810	70,006	0.0%	0.0%	0.1%	0.1%	
	Norway	3,576,620	178,851	3,936,913	196,773	0.4%	0.3%	0.4%	0.3%	
	Palestine (State of)	622,098	35,216	6,564,851	421,047	0.1%	0.1%	0.6%	0.7%	
	Panama	518,870	24,508			0.1%	0.0%	0.0%	0.0%	
	Republic of Korea	318,923	22,433	1,405,297	98,324	0.0%	0.0%	0.1%	0.2%	
	Sierra Leone	450,406	18,286			0.0%	0.0%	0.0%	0.0%	
	South Africa	941,111	75,289	1,065,824	85,298	0.1%	0.1%	0.1%	0.1%	
	South Sudan	549,849	21,994			0.1%	0.0%	0.0%	0.0%	
	Spain	117,603	5,862	1,833,978	120,812	0.0%	0.0%	0.2%	0.2%	
	Sri Lanka	1,475,779	82,396	4,688,060	233,706	0.2%	0.2%	0.4%	0.4%	
	Sudan	952,398	48,743	2,886,348	176,142	0.1%	0.1%	0.3%	0.3%	
	Sweden	11,986,748	823,881	11,465,913	802,085	1.2%	1.5%	1.1%	1.3%	
	Switzerland	2,374,709	195,163	4,115,976	225,487	0.2%	0.4%	0.4%	0.4%	
	United Arab Emirates	20,693	1,449	71,759	5,023	0.0%	0.0%	0.0%	0.0%	
	United Kingdom of Great Britain and Northern Ireland (UK)	9,550,428	681,390	8,048,880	608,833	1.0%	1.2%	0.8%	1.0%	
	United States of America (USA)	19,543,909	2,492,098	21,731,799	1,955,803	2.0%	4.6%	2.0%	3.2%	
	Maldives	104,875	21,900			0.0%	0.0%	0.0%	0.0%	

¹ Partners refers to entities with whom UNOPS has a contractual relationship

Annex 2

Table 2: 2012 and 2011 implementation expenditures and revenues on behalf of partners ¹

		2012		2011		2012		2011	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
	Angola	591,583	23,709			0.1%	0.0%	0.0%	0.0%
	Peru	101,494	15,482			0.0%	0.0%	0.0%	0.0%
	Somalia	20,763	1,453			0.0%	0.0%	0.0%	0.0%
International Financial Institutions	African Development Bank (AfDB)	1,723,873	132,810	2,662,762	210,772	0.2%	0.2%	0.3%	0.3%
	Central American Bank for Economic Integration			-25		0.0%	0.0%	0.0%	0.0%
	Common Fund for Commodities (CFC)			16,901	1,352	0.0%	0.0%	0.0%	0.0%
	Inter-American Development Bank (IADB)	716,528	6,308	838,838		0.1%	0.0%	0.1%	0.0%
	World Bank	14,812,339	577,626	11,581,779	419,771	1.5%	1.1%	1.1%	0.7%
Inter-Governmental Organisations	African Union (AU)	1,255,680	87,893	649,219	44,888	0.1%	0.2%	0.1%	0.1%
	Economic Community of West African States (ECOWAS)	2,144,671	150,268	965,676	67,587	0.2%	0.3%	0.1%	0.1%
	European Commission (EC)	33,650,420	2,297,023	43,496,184	2,795,340	3.4%	4.2%	4.1%	4.5%
	International Organization for Migration (IOM)	519,897	41,436			0.1%	0.1%	0.0%	0.0%
	Nansen Initiative	39,857	2,790			0.0%	0.0%	0.0%	0.0%
	Nile Basin Initiative (NBI)	303,612	338,166	282,200	291,861	0.0%	0.6%	0.0%	0.5%
	Southern African Development Community (SADC)	258,399		2,231,904	0	0.0%	0.0%	0.2%	0.0%
NGOs	American Red Cross	518,351	36,270	3,891,704	291,827	0.1%	0.1%	0.4%	0.5%
	Hammer Forum	10,639	745	548,768	38,417	0.0%	0.0%	0.1%	0.1%
	Interpeace	1,259,839	88,178	236,110	16,460	0.1%	0.2%	0.0%	0.0%
	Islamic Relief Worldwide (IRW)	612,654	42,883			0.1%	0.1%	0.0%	0.0%
	Millennium Promise	6,714,943	458,458	2,631,593	175,866	0.7%	0.8%	0.2%	0.3%
	United Methodist Committee on Relief (UMCOR)	-7,246	-435	321,231	24,764	0.0%	0.0%	0.0%	0.0%
	Clinton Bush Haiti Fund	39,048	1,952			0.0%	0.0%	0.0%	0.0%
	Private Sector	29,803	1,490	29,914	1,496	0.0%	0.0%	0.0%	0.0%
Other	419,312	6,636			0.0%	0.0%	0.0%	0.0%	
Grand Total		977,041,979	54,569,127	1,063,457,857	61,819,512	100%	100%	100%	100%

¹ Partners refers to entities with whom UNOPS has a contractual relationship

Annex 2

Table 3: Partnerships under UNDP - Management Service Agreements (MSA)

		2012		2011		2012		2011		
		IE	IR	IE	IR	IE %	IR %	IE %	IR %	
UNDP - MSA Bilateral Donors	Australian Agency for International Development (AusAID)			-974	0	0.00%	0.00%	0.00%	0.00%	
	Austria	37	0			0.00%	0.00%	0.00%	0.00%	
	German Company for International Cooperation (GIZ)	112	0	-874	1,050	0.00%	0.00%	0.00%	0.02%	
	Global Environment Facility (GEF)			82,651	5,369	0.00%	0.00%	0.06%	0.11%	
	Honduras			10,921	546	0.00%	0.00%	0.01%	0.01%	
	International Union for Conservation of Nature (IUCN)			1,243	62	0.00%	0.00%	0.00%	0.00%	
	Italy	-2,844	0	815,369	-16,795	0.00%	0.00%	0.61%	-0.33%	
	Japan	173,095	13,660	-249,613	2,162	0.17%	0.34%	-0.19%	0.04%	
	Spain			324,421	16,227	0.00%	0.00%	0.24%	0.32%	
	Swedish International Development Cooperation Agency (Sida)			2,208	161	0.00%	0.00%	0.00%	0.00%	
Switzerland			6,198	310	0.00%	0.00%	0.00%	0.01%		
UNDP - MSA Lending Institutions										
	Other Donors	453,952	-53,982	1,878,041	66,295	0.44%	-1.33%	1.41%	1.32%	
UNDP - MSA NGOs										
	International Non-Governmental Organization	-294,124	-20,588	1,034,851	72,387	-0.28%	-0.51%	0.78%	1.44%	
UNDP - MSA Recipient Governments	Argentina	7,226,738	827,340	8,144,595	338,712	6.94%	20.40%	6.10%	6.73%	
	Colombia			-30	0	0.00%	0.00%	0.00%	0.00%	
	Guatemala	19,725,381	678,666	18,695,062	701,612	18.93%	16.74%	14.00%	13.94%	
	Inter-American Development Bank (IADB)	377,972	-316,927	306,642	16,865	0.36%	-7.82%	0.23%	0.34%	
	Kenya	96,588	0			0.09%	0.00%	0.00%	0.00%	
	Paraguay	6,787,580	264,676	995,946	48,925	6.52%	6.53%	0.75%	0.97%	
	Peru	69,281,684	2,648,961	98,311,500	3,722,171	66.51%	65.33%	73.64%	73.94%	
	Uruguay	348,326	12,856	3,145,212	57,773	0.33%	0.32%	2.36%	1.15%	
Grand Total			104,174,498	4,054,663	133,503,368	5,033,831	100%	100%	100%	100%

Annex 2

Table 4: Fund sources of top government partners

		2012		2011		2012		2011		
		IE	IR	IE	IR	IE %	IR %	IE %	IR %	
Afghanistan	Asian Development Bank (ADB)			1,036	0	0.00%	0.00%	0.00%	0.00%	
	Australia	1,395,041	69,731	282,920	22,334	0.69%	0.53%	0.10%	0.14%	
	Canada			-289,735	-14,487	0.00%	0.00%	-0.10%	-0.09%	
	Italy	7,083,219	495,733	938,573	65,312	3.48%	3.74%	0.32%	0.42%	
	Japan	7,928,335	648,414	21,437,925	1,795,481	3.90%	4.89%	7.23%	11.48%	
	Norway	137,964	9,657			0.07%	0.07%	0.00%	0.00%	
	Sweden	280,698	19,649	115,109	8,058	0.14%	0.15%	0.04%	0.05%	
	International Bank of Reconstruction and Development (IBRD)	62,660,088	3,421,179	40,107,063	1,911,470	30.79%	25.81%	13.53%	12.22%	
Angola	International Development Association (IDA)	591,583	23,709			0.29%	0.18%	0.00%	0.00%	
Argentina	Argentina	16,565,272	718,789	91,059,258	3,257,495	8.14%	5.42%	30.71%	20.83%	
Democratic Republic of the Congo	Democratic Republic of the Congo	56,358	4,509	123,162	9,853	0.03%	0.03%	0.04%	0.06%	
	International Bank of Reconstruction and Development (IBRD)	79,224	5,546	399,514	27,990	0.04%	0.04%	0.13%	0.18%	
El Salvador	El Salvador	267,868	10,315			0.13%	0.08%	0.00%	0.00%	
Haiti	Haiti	1,229,777	86,161	1,403,190	98,284	0.60%	0.65%	0.47%	0.63%	
	Inter-American Development Bank (IADB)	2,373,442	142,412			1.17%	1.07%	0.00%	0.00%	
	International Bank of Reconstruction and Development (IBRD)	707,241	35,676	1,491,053	91,629	0.35%	0.27%	0.50%	0.59%	
	UNDP	2,220,281	155,419	1,609,518	112,664	1.09%	1.17%	0.54%	0.72%	
Honduras	Honduras	58				0.00%	0.00%	0.00%	0.00%	
India	India	3,481,955	167,970	8,952,714	617,110	1.71%	1.27%	3.02%	3.95%	
	International Bank of Reconstruction and Development (IBRD)			-15,438	-618	0.00%	0.00%	-0.01%	0.00%	
Kosovo	Kosovo	2,921,985	181,847	2,520,329	170,237	1.44%	1.37%	0.85%	1.09%	
Kuwait	Kuwait			869,361	60,855	0.00%	0.00%	0.29%	0.39%	
Liberia	Japan	-77,352	48	296,012	23,680	-0.04%	0.00%	0.10%	0.15%	
	Liberia	1,336,823	90,018	5,220,939	225,718	0.66%	0.68%	1.76%	1.44%	
	United States of America (USA)	-400,567				-0.20%	0.00%	0.00%	0.00%	
Libya	Libya	88,145	5,289			0.04%	0.04%	0.00%	0.00%	
Lithuania	Lithuania	381,132	26,679	823,418	57,639	0.19%	0.20%	0.28%	0.37%	
Maldives	Maldives	104,875	21,900			0.05%	0.17%	0.00%	0.00%	
Mongolia	Mongolia			79,451	2,301	0.00%	0.00%	0.03%	0.01%	
Mozambique	Mozambique	-11,864	0	217,918	8,717	-0.01%	0.00%	0.07%	0.06%	
Myanmar	Post-Nargis Response and Preparedness Plan (PONREPP) Trust Fund	2,676,554	47,009	4,553,905	59,316	1.32%	0.35%	1.54%	0.38%	
	The Three Diseases Fund (3DF)	8,910,787	221,722	21,980,161	339,503	4.38%	1.67%	7.41%	2.17%	
Nigeria	International Bank of Reconstruction and Development (IBRD)	-24,043	0	535,651	70,000	-0.01%	0.00%	0.18%	0.45%	
	Nigeria	5,305	424	27,159	6	0.00%	0.00%	0.01%	0.00%	
Palestine (State of)	Canada	-1,426	-96	116,382	7,855	0.00%	0.00%	0.04%	0.05%	
	Cyprus	-22,977	-1,551	18,690	1,262	-0.01%	-0.01%	0.01%	0.01%	
	Denmark	-124	-8	607,273	40,982	0.00%	0.00%	0.20%	0.26%	
	Estonia			162,848	10,992	0.00%	0.00%	0.05%	0.07%	
	Finland	-5,159	-344	1,015,974	68,630	0.00%	0.00%	0.34%	0.44%	
	Italy	61,993	3,319	183,419	10,807	0.03%	0.03%	0.06%	0.07%	
	Netherlands	589,935	33,280	4,201,549	263,015	0.29%	0.25%	1.42%	1.68%	
	Norway	-820	555	232,952	15,172	0.00%	0.00%	0.08%	0.10%	
	Romania			217	19	0.00%	0.00%	0.00%	0.00%	
	Sweden	222	-3	-104,771	-7,125	0.00%	0.00%	-0.04%	-0.05%	
	United Kingdom of Great Britain and Northern Ireland (UK)	453	63	126,036	9,189	0.00%	0.00%	0.04%	0.06%	
United States of America (USA)			4,283	249	0.00%	0.00%	0.00%	0.00%		
Panama	Panama	518,870	24,508			0.25%	0.18%	0.00%	0.00%	
Peru	Peru	101,494	15,482			0.05%	0.12%	0.00%	0.00%	
Republic of Korea	Republic of Korea	318,923	22,433	1,405,297	98,324	0.16%	0.17%	0.47%	0.63%	
	International Bank of Reconstruction and Development (IBRD)	310,061	12,673			0.15%	0.10%	0.00%	0.00%	
Sierra Leone	Other Donors	140,345	5,614			0.07%	0.04%	0.00%	0.00%	
South Africa	International Non-Governmental Organization	941,111	75,289	1,065,824	85,298	0.46%	0.57%	0.36%	0.55%	
South Sudan	International Bank of Reconstruction and Development (IBRD)	549,849	21,994			0.27%	0.17%	0.00%	0.00%	
	International Non-Governmental Organization	144,794	10,109	1,012,101	50,564	0.07%	0.08%	0.34%	0.32%	
Sri Lanka	Republic of Korea	282,882	19,887			0.14%	0.15%	0.00%	0.00%	
	Spain	1,048,103	52,400	3,677,529	183,251	0.52%	0.40%	1.24%	1.17%	
	Sri Lanka			-1,570	-110	0.00%	0.00%	0.00%	0.00%	
	Italy	20,763	1,453			0.01%	0.01%	0.00%	0.00%	
Sudan	International Bank of Reconstruction and Development (IBRD)	-38,070	-2,362	1,347,685	94,105	-0.02%	-0.02%	0.45%	0.60%	
	International Development Association (IDA)	910,995	45,550	1,277,188	63,736	0.45%	0.34%	0.43%	0.41%	
	Sudan	79,473	5,556	261,475	18,302	0.04%	0.04%	0.09%	0.12%	
United Arab Emirates	United Arab Emirates	20,693	1,449	71,759	5,023	0.01%	0.01%	0.02%	0.03%	
Direct Assistance to Donor Governments	Australia	902,600	62,184	1,916,514	127,405	0.44%	0.47%	0.65%	0.81%	
	Austria	168,319	11,315	882,008	54,526	0.08%	0.09%	0.30%	0.35%	
	Belgium	23,671	605	1,320,394	92,405	0.01%	0.00%	0.45%	0.59%	
	Brazil	40,198	1,608			0.02%	0.01%	0.00%	0.00%	
	Canada	14,205,804	1,033,981	8,130,607	581,488	6.98%	7.80%	2.74%	3.72%	
	China			62,182	6,218	0.00%	0.00%	0.02%	0.04%	
	Denmark	697,091	48,796	1,208,198	84,576	0.34%	0.37%	0.41%	0.54%	
	Germany	276,894	13,850	175,777	7,109	0.14%	0.10%	0.06%	0.05%	
	Greece	1,855	141	-59,080	-2,954	0.00%	0.00%	-0.02%	-0.02%	
	Italy	3,607,707	253,800	6,512,244	470,901	1.77%	1.91%	2.20%	3.01%	
	Japan	3,269,992	228,899	2,758,714	193,110	1.61%	1.73%	0.93%	1.24%	
	Luxembourg			1,016,825	71,186	0.00%	0.00%	0.34%	0.46%	
	Netherlands	4,201,232	266,409			2.06%	2.01%	0.00%	0.00%	
	Norway	3,576,620	178,851	3,936,913	196,773	1.76%	1.35%	1.33%	1.26%	
	Spain	117,603	5,862	1,833,978	120,812	0.06%	0.04%	0.62%	0.77%	
	Swedish International Development Cooperation Agency (Sida)	11,986,748	823,881	11,465,913	802,085	5.89%	6.22%	3.87%	5.13%	
	Switzerland	2,374,709	195,163	4,115,976	225,487	1.17%	1.47%	1.39%	1.44%	
	United Kingdom of Great Britain and Northern Ireland (UK)	9,550,428	681,390	8,048,880	608,833	4.69%	5.14%	2.71%	3.89%	
	United States of America (USA)	19,543,909	2,492,098	21,731,799	1,955,803	9.60%	18.80%	7.33%	12.51%	
	Grand Total		203,487,946	13,255,887	296,480,148	15,635,852	100.00%	100.00%	100.00%	100.00%

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Table 5: Partnerships with the World Bank

		2012		2011		2012		2011	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Partners	Afghanistan	62,660,088	3,421,179	40,107,063	1,911,470	74.46%	73.81%	48.92%	40.52%
	Angola	591,583	23,709			0.70%	0.51%	0.00%	0.00%
	Democratic Republic of the Congo	79,224	5,546	399,514	27,990	0.09%	0.12%	0.49%	0.59%
	Haiti	707,241	35,676	1,491,053	91,629	0.84%	0.77%	1.82%	1.94%
	India			-15,438	-618	0.00%	0.00%	-0.02%	-0.01%
	Nigeria	-24,043	0	535,651	70,000	-0.03%	0.00%	0.65%	1.48%
	Sierra Leone	310,061	12,673			0.37%	0.27%	0.00%	0.00%
	South Sudan	549,849	21,994			0.65%	0.47%	0.00%	0.00%
	Sudan	872,925	43,187	2,624,873	157,840	1.04%	0.93%	3.20%	3.35%
	Nile Basin Initiative (NBI)	303,612	338,166	282,200	291,861	0.36%	7.30%	0.34%	6.19%
	Southern African Development Community (SADC)	258,413	0	2,231,904	0	0.31%	0.00%	2.72%	0.00%
	UNDP	-188,593	-12,897	9,162,935	640,270	-0.22%	-0.28%	11.18%	13.57%
	UNDP -Regional Bureau for Europe & CIS/HQ	-10,748	-4,492	4,557,379	234,902	-0.01%	-0.10%	5.56%	4.98%
	United Nations Population Fund (UNFPA)	-25,844	0	21,344	1,494	-0.03%	0.00%	0.03%	0.03%
Office of Legal Affairs (OLA)	0	5,425			0.00%	0.12%	0.00%	0.00%	
Direct Assistance	International Bank of Reconstruction and Development (IBRD)	10,221,710	305,276	3,916,586	15,880	12.15%	6.59%	4.78%	0.34%
	International Development Association (IDA)	4,590,629	272,350	7,665,193	403,891	5.46%	5.88%	9.35%	8.56%
Procurement	UNOPS Transactional Procurement Unit	3,254,409	167,511	8,997,323	870,914	3.87%	3.61%	10.98%	18.46%
Grand Total		84,150,515	4,635,303	81,977,582	4,717,525	100%	100%	100%	100%

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Table 6: Partnerships with the African Development Bank (AfDB)

		2012		2011		2012		2012	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Partners	UNDP	-18,139	0	35,874	2,870	-0.8%	0.0%	1.4%	1.4%
	UNDP Multi Partner Trust Funds			2,164	173	0.0%	0.0%	0.1%	0.1%
Direct Assista	African Development Bank (AfDB)	1,623,824	129,608	2,423,589	193,144	67.3%	75.4%	94.8%	96.0%
Procurement	UNOPS Transactional Procurement Unit	805,823	42,244	94,261	5,102	33.4%	24.6%	3.7%	2.5%
Grand Total		2,411,508	171,852	2,555,887	201,289	100%	100%	100%	100%

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Table 7: Top five donor governments by funding

		2012		2011		2012		2011	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Governments	United Kingdom of Great Britain and Northern Ireland (UK)	21,309,510	1,503,944	15,997,723	1,177,245	24.36%	20.22%	17.33%	16.15%
	United States of America (USA)	20,410,776	2,587,230	22,319,600	1,999,093	23.33%	34.78%	24.18%	27.42%
	Canada	15,990,205	1,163,544	8,470,710	602,745	18.28%	15.64%	9.18%	8.27%
	Japan	15,066,245	1,163,842	31,662,438	2,546,737	17.22%	15.64%	34.30%	34.93%
	Sweden	14,693,242	1,021,010	13,846,961	964,152	16.80%	13.72%	15.00%	13.23%
Grand Total		87,469,978	7,439,569	92,297,433	7,289,972	100%	100%	100%	100%

Annex 3

2012 and 2011 implementation expenditures and revenues by OECD-DAC CRS purpose codes

DAC5	DAC5 DESCRIPTION	CRS CODE	CRS DESCRIPTION	2012		2011	
				IE	IR	IE	IR
111	Education, level unspecified	11110	Education policy and administrative management	696,417	28,331	5,618,378	226,796
		11120	Education facilities and training	17,650,027	1,355,334	43,366,135	2,486,249
		11130	Teacher training	309,350	15,468	371,588	18,677
	Education, level unspecified Total			18,655,794	1,399,133	49,356,101	2,731,722
112	Basic education	11220	Primary education	851,155	24,556	11,094,737	332,842
			Basic education Total	851,155	24,556	11,094,737	332,842
114	Post-secondary education	11430	Advanced technical and managerial training	2,652	212	13,580	3
			Post-secondary education Total	2,652	212	13,580	3
121	Health, general	12110	Health policy and administrative management	55,959,404	1,991,390	82,957,417	3,238,027
		12191	Medical services	30,443,383	1,377,444	28,342,517	1,140,836
			Health, general Total	86,402,786	3,368,834	111,299,934	4,378,863
122	Basic health	12220	Basic health care	11,535,528	484,231	-1,247,992	212,027
		12230	Basic health infrastructure	6,861,996	351,101	15,773,154	736,185
		12250	Infectious disease control	3,565,771	283,012	7,521,226	568,675
		12261	Health education	12,087,880	1,336,755	12,715,322	1,780,986
		12262	Malaria control	13,409,498	572,603	13,581,551	424,614
		12263	Tuberculosis control	14,560,664	613,332	15,435,834	554,212
		12281	Health personnel development	309,350	15,468	371,588	18,677
		12240	Basic nutrition	17,817	1,425		
	Basic health Total	62,348,506	3,657,928	64,150,682	4,295,376		
130	POPULATION POLICIES/PROGRAMMES AND REPRODUCTIVE HEALTH	13010	Population policy and administrative management	3,946,945	276,959	12,476,016	872,301
		13020	Reproductive health care	4,571,391	151,441	6,900,645	195,898
		13040	STD control including HIV/AIDS	14,560,981	655,844	14,221,196	471,611
			POPULATION POLICIES/PROGRAMMES AND REPRODUCTIVE HEALTH Total	23,079,317	1,084,244	33,597,857	1,539,810
140	WATER AND SANITATION	14010	Water sector policy and administrative management	9,116,650	286,796	8,858,919	159,084
		14015	Water resources conservation (including data collection)	1,728,688	439,956	3,916,295	535,012
		14021	Water supply - large systems	4,048,027	324,243	2,720,776	189,768
		14031	Basic drinking water supply	315,691	86,080		
		14032	Basic sanitation	827,077	40,260	451,379	31,601
		14040	River basins' development	139,091	11,127	50,276	4,022
		14050	Waste management / disposal	3,912,885	212,287	6,638,584	411,234
		14081	Education and training in water supply and sanitation	3,977,766	552,271		
	WATER AND SANITATION Total	24,065,876	1,953,020	22,636,229	1,330,721		
151	Government and civil society, general	15110	Public sector policy and administrative management	12,133,063	561,075	19,436,327	865,376
		15111	Public finance management	137,646	15,160	477,429	32,684
		15112	Decentralisation and support to subnational government			7,346	514
		15113	Anti-corruption organisations and institutions	3,385,024	250,621	1,151,031	84,547
		15130	Legal and judicial development	54,549,909	2,989,207	99,728,873	5,538,646
		15150	Democratic participation and civil society	11,044,016	789,264	6,151,014	448,240
		15151	Elections	6,947,112	590,027	18,877,995	1,131,093
		15152	Legislatures and political parties	290,806	22,160	2,315,668	162,107
		15153	Media and free flow of information	647,105	48,609	1,517,339	111,735
		15160	Human rights	3,700,413	278,202	5,698,750	424,715
			Government and civil society, general Total	92,835,095	5,544,325	155,361,772	8,799,658
152	Conflict prevention and resolution, peace and security	15210	Security system management and reform	152,827	10,698	2,012	161
		15220	Civilian peace-building, conflict prevention and resolution	7,492,448	517,267	7,350,969	499,150
		15230	Participation in international peacekeeping operations	165,631,143	8,403,503	141,504,169	7,118,202
		15240	Reintegration and SALW control	-26,043	0	287,302	20,111
		15250	Removal of land mines and explosive remnants of war	-23,325	-1,633	4,499,368	315,526
		15261	Child soldiers (Prevention and demobilisation)	1,114,000	46,904	1,244,603	65,553
	Conflict prevention and resolution, peace and security Total	174,341,051	8,976,739	154,888,423	8,018,702		
160	OTHER SOCIAL INFRASTRUCTURE AND SERVICES	16010	Social/ welfare services	5,082,008	203,396	11,325,950	476,237
		16020	Employment policy and administrative management	2,328,351	146,064	1,355,167	89,236
		16030	Housing policy and administrative management	589,888	41,245	1,629,009	113,880
		16050	Multisector aid for basic social services	1,636,238	114,448	1,096,344	1,597
		16061	Culture and recreation	5,330,330	324,387	9,451,247	528,531
		16062	Statistical capacity building	412,325	0	-25,889	0
		16063	Narcotics control	153,544	11,531	511,756	38,382
	OTHER SOCIAL INFRASTRUCTURE AND SERVICES Total	15,532,684	841,072	25,343,584	1,247,863		
210	TRANSPORT AND STORAGE	21010	Transport policy and administrative management	9,676,294	668,253	3,579,214	250,448
		21020	Road transport	100,026,833	5,783,412	83,296,276	4,978,901
		21050	Air transport	2,313,706	108,194	728,258	-6,993
	TRANSPORT AND STORAGE Total	112,016,834	6,559,859	87,603,748	5,222,357		
220	COMMUNICATION	22010	Communications policy and administrative management	565,437	39,614	1,113,924	77,914
		22020	Telecommunications	308,624	14,945	3,780,848	102,861
		22030	Radio/television/print media	27,900	1,116	1,080,806	53,138
		22040	Information and communication technology (ICT)	14,649,584	1,052,051	12,829,137	950,349
	COMMUNICATION Total	15,551,544	1,107,726	18,804,715	1,184,262		
230	ENERGY GENERATION AND SUPPLY	23010	Energy policy and administrative management	885,531	49,643	2,935,910	174,694
		23030	Power generation/renewable sources	1,540,464	100,527	995,145	69,028
		23040	Electrical transmission/ distribution	18,562	1,485	417,888	32,887
		23064	Nuclear power plants	20,083	804	27,907	1,117
		23065	Hydro-electric power plants			-289,735	-14,487
		23070	Biomass	-197	-14	236,603	16,562
	ENERGY GENERATION AND SUPPLY Total	2,464,443	152,445	4,323,717	279,800		
240	BANKING AND FINANCIAL SERVICES	24010	Financial policy and administrative management	961,629	73,330	806,030	64,516
		24040	Informal/semi-formal financial intermediaries			-67,004	-8,264
	BANKING AND FINANCIAL SERVICES Total	961,629	73,330	739,025	56,252		
250	BUSINESS AND OTHER SERVICES	25010	Business support services and institutions	509,985	33,814	3,188,792	203,933
			BUSINESS AND OTHER SERVICES Total	509,985	33,814	3,188,792	203,933
311	AGRICULTURE	31110	Agricultural policy and administrative management	13,990,808	902,136	11,042,190	761,911
		31120	Agricultural development			32,195	1,513
		31130	Agricultural land resources	9,101	729	2,480	200
		31161	Food crop production	2,853,145	185,231	1,613,013	98,635
		31162	Industrial crops/export crops	10,383	727	17,490	1,308
		31163	Livestock	-1,108,252	-43,842	1,706,960	68,282
		31165	Agricultural alternative development	1,120,200	68,791	1,591,492	97,650
		31182	Agricultural research			-643	-64
		31192	Plant and post-harvest protection and pest control			-3,068	-123
31195	Livestock/veterinary services	1,503,292	74,999	949,725	46,775		
	AGRICULTURE Total	18,378,678	1,188,770	16,951,834	1,076,087		
312	FORESTRY	31210	Forestry policy and administrative management			35,218	3,522

Annex 3

2012 and 2011 implementation expenditures and revenues by OECD-DAC CRS purpose codes

	FORESTRY Total					35,218	3,522
313	FISHING	31320	Fishery development	2,552	191	278,941	20,921
		31381	Fishery education/training	750,987	45,029	248,039	14,839
		31391	Fishery services	2,345,729	164,268	3,399,948	238,901
	FISHING Total			3,099,268	209,488	3,926,928	274,660
321	INDUSTRY	32120	Industrial development	76,345	5,344		
	INDUSTRY Total			76,345	5,344		
322	MINERAL RESOURCES AND MINING	32220	Mineral prospection and exploration	198,957	13,927	625,239	43,767
		32210	Mineral/mining policy and administrative management	310,061	12,673		
	MINERAL RESOURCES AND MINING Total			509,018	26,600	625,239	43,767
323	CONSTRUCTION	32310	Construction policy and administrative management	1,945,816	71,455	438,849	30,720
	CONSTRUCTION Total			1,945,816	71,455	438,849	30,720
331	TRADE POLICY AND REGULATIONS AND TRADE-RELATED ADJUSTMENT	33110	Trade policy and administrative management	28,250,720	846,194	28,082,856	961,919
		33120	Trade facilitation	18,636,715	1,359,861	8,789,065	313,646
		33130	Regional trade agreements (RTAs)			1,030	82
		33140	Multilateral trade negotiations			-1,161	-81
	TRADE POLICY AND REGULATIONS AND TRADE-RELATED ADJUSTMENT Total			46,887,436	2,206,056	36,871,790	1,275,566
332	TOURISM	33210	Tourism policy and administrative management	23,225	1,626		
	TOURISM Total			23,225	1,626		
410	General environmental protection	41010	Environmental policy and administrative management	91,102,010	5,396,242	79,436,320	5,388,454
		41020	Biosphere protection	860,907	68,862	957,789	75,637
		41030	Bio-diversity	3,200,519	272,391	3,678,297	288,692
		41040	Site preservation	333,084	19,997	611,710	36,458
		41050	Flood prevention/control			587,736	41,141
		41082	Environmental research			41,653	2,858
	General environmental protection Total			95,496,521	5,757,492	85,313,505	5,833,240
430	Other multisector	43010	Multisector aid	30,588,637	1,612,497	18,728,940	1,106,279
		43030	Urban development and management	857,036	28,514	2,104,723	80,342
		43040	Rural development	8,167,402	518,404	3,863,218	241,031
		43050	Non-agricultural alternative development	7,796	390	49,028	2,632
		43081	Multisector education/training	183,943	12,876	188,401	13,188
		43082	Research/scientific institutions	3,291,508	285,340	4,245,901	380,338
	Other multisector Total			43,096,321	2,458,021	29,180,211	1,823,810
520	Developmental food aid/Food security assistance	52010	Food aid/Food security programmes	34,080,083	695,965	25,501,282	547,162
	Developmental food aid/Food security assistance Total			34,080,083	695,965	25,501,282	547,162
720	Emergency Response	72010	Material relief assistance and services	5,275,618	394,208	2,982,438	235,962
		72050	Relief co-ordination; protection and support services	37,720,569	2,565,386	18,179,508	1,391,092
	Emergency Response Total			42,996,187	2,959,593	21,161,946	1,627,054
730	Reconstruction relief and rehabilitation	73010	Reconstruction relief and rehabilitation	13,653,299	1,941,731	22,261,565	1,482,055
	Reconstruction relief and rehabilitation Total			13,653,299	1,941,731	22,261,565	1,482,055
740	Disaster prevention and preparedness	74010	Disaster prevention and preparedness	3,251,536	252,682	14,022,995	1,073,990
	Disaster prevention and preparedness Total			3,251,536	252,682	14,022,995	1,073,990
910	ADMINISTRATIVE COSTS OF DONORS	91010	Administrative costs	3,100,600	212,494	1,020,499	64,268
	ADMINISTRATIVE COSTS OF DONORS Total			3,100,600	212,494	1,020,499	64,268
998	UNALLOCATED/ UNSPECIFIED	99810	Sectors not specified	40,633,404	1,790,919	63,395,306	7,016,875
		99820	Promotion of development awareness	194,894	13,654	347,793	24,573
	UNALLOCATED/ UNSPECIFIED Total			40,828,299	1,804,573	63,743,099	7,041,448
	Grand Total			977,041,979	54,569,127	1,063,457,857	61,819,512

Annex 4

Results-based reporting

In 2007 the UNOPS Annual Report moved away from solely focusing on financial reporting to include a results-based assessment of the contributions made to the programme outcomes of its partners. This was in line with the UNOPS Business Strategy 2007-2009 and has continued in accordance with the Strategic Plan 2010-2013.

A key methodological decision at the time was to focus reporting of UNOPS contributions at the output level. The unique role of UNOPS inherently affects any results-based assessment of its performance. UNOPS contributes to programme outcomes in partnership with other entities, and since project ownership rests with UNOPS partners, their annual reports may include elaboration of broader outcomes and/or impacts than those described here. While this is most obvious when services are provided to other United Nations entities, the same can be applied to work performed in the spirit of the Paris Declaration, where UNOPS provides services directly to governments.

Thus, successes in this report are measured at the output level, but in certain cases, with the support of partners, impacts and outcomes are also mentioned.

4.1 Projects outputs

As in previous years the data for the operational results section of the Annual Report was gathered using an online results-based reporting tool. Project managers filled out the tool with a range of information, the most important being to report the completed outputs produced by their project in 2012.

At the end of each year all project managers split their projects into work packages and assign each an output (e.g. roads built) from a list of around 400 to explain the work completed over the year. Each project manager assigns portions of his annual budget to each output completed, allowing the system to create dollar figures for money spent across the organization on each output.

Process outputs (e.g. transactions completed, people hired, meetings organised) were not counted - unless they were a specific goal of the project. The tool pulled financial information from Atlas, the enterprise reporting system used by UNOPS, and combined it with the expenditure percentages given by project managers to allow for an estimation of the value of work completed in different regions goals and delivery practices.

4.2 Other information

Information on the three UNOPS cross-cutting concerns was gathered in a separate part of the online tool - to enable project managers to report successes in these areas without assigning a separate section of their expenditure (as with the outputs above). They were asked a series of questions about the project's work on gender, national capacity and environment and given free text boxes to expand their answers.

In the same section they were also asked questions relating to their project to enable the goal mapping (see below) and on other factors of interest to UNOPS, for example labour days produced. Project managers were also asked to note any clear outcomes and impacts of their projects where possible, in a free text box.

Calculating data splits

4.3 Goals:

UNOPS contribution goals are as follows:

Goal One: Rebuilding peace and stability after conflict

Goal Two: Early recovery of communities affected by natural disaster

Goal Three: The ability of people to develop local economies and obtain social services

Goal Four: Environmental sustainability and adaptation to climate change

Many projects supported by UNOPS work towards one, two or more of our contribution goals. However to ensure clarity and remove the possibility of double-counting, the projects were each placed into their primary goal for the purpose of this report. The 1,025 projects were automatically sorted in the following way:

1. All projects that stated their main focus was the environment were placed in Goal 4 (environmental sustainability).
2. All remaining projects that helped people prepare for, limit or recover from natural disasters were placed in Goal 2 (post-disaster).
3. All remaining projects implemented where a UN mission is operating were placed in Goal 1 (post-conflict). Any other projects with a clear peacebuilding goal were manually placed in Goal 1.
4. All remaining projects were placed in Goal 3 (other development environments).

4.4 Low income and conflict countries:

The list of low income countries referenced in paragraph 2 was sourced from the World Bank. It includes all countries which had a GNI per capita of \$1,005 or less in 2011.

This was combined with data from our post-conflict work (see 4.3 above) to give figures for UNOPS delivery in low income countries and in those affected by conflict.

4.5 UNOPS delivery practices

As a first step all outputs were classified as infrastructure, procurement, or project management. The following types of outputs were classified as infrastructure: a) construction works b) infrastructure advisory services. The following types of outputs were classified as procurement: a) procurement of vehicles, b) procurement of common user products and services (equipment, etc.) c) health procurement (medicines, malaria nets, etc.), d) procurement advisory services. The remaining outputs have been classified as project management.

In a second step the core mapping was augmented to capture infrastructure as well as procurement projects. Therefore projects containing infrastructure outputs greater than or equal to 30% of delivery were classified as infrastructure. Projects containing procurement outputs greater than or equal to 30% of delivery were classified as procurement. Projects providing services, such as support for the United Nations Development Group and provision of an efficient platform for hosting of partner operations have been classified as other management services.

The approach mentioned above enables UNOPS to gain a deeper insight into the linkages of its mutually reinforcing delivery practices. In this analysis, the reinforcing nature of UNOPS delivery practices is highlighted according to the service mapping and the project-level augmentation.