

Financial highlights

Statement of Financial Performance for the year ended 31 December 2013
with comparative figures for the year ended 31 December 2012

(USD '000s)

	2013	2012	Change %
Support costs and fees	62,561	58,540	6.87%
Advisory and reimbursable services income	9,310	9,231	0.85%
Miscellaneous income	6,366	11,121	-42.76%
TOTAL INCOME	78,237	78,892	-0.83%
Management expenses	55,239	55,728	-0.88%
Service expenses	12,109	14,256	-15.06%
less: TOTAL EXPENDITURE	67,348	69,984	-6.78%
EXCESS OF INCOME OVER EXPENDITURE	10,888	8,908	22.24%
Less: (Decrease)/Increase in Provision	1,094	732	49.38%
NET EXCESS OF INCOME OVER EXPENDITURE	9,794	8,175	19.80%

Statement of Financial Position as at 31 December 2013
with comparative figures as at 31 December 2012

(USD '000s)

	2013	2012	Change %
Current assets*	675,231	947,547	-29%
Non-Current assets**	387,814	351,382	10%
TOTAL ASSETS	1,063,045	1,298,929	-18%
Current liabilities	939,487	1,196,109	-21%
Non-current liabilities	45,730	39,890	15%
TOTAL LIABILITIES	985,217	1,235,998	-20%
Actuarial gains	26,502	21,399	24%
Operational reserves	51,326	41,532	24%
TOTAL RESERVES	77,828	62,931	24%
TOTAL LIABILITIES AND RESERVES	1,063,045	1,298,929	-18%

* Current assets include Cash and Short term investments of \$626 million

** Non-Current assets include Long term investments of \$387 million

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Table 1: Partner groups

	2013		2012		2013		2012		
	IE	IR	IE	IR	IE %	IR %	IE %	IR %	
United Nations	United Nations Departments and Offices	215,760,304	11,625,371	183,312,505	9,874,177	19.17%	18.66%	18.80%	18.12%
	United Nations Other Entities	4,505,350	311,242	2,430,563	171,232	0.40%	0.50%	0.25%	0.31%
	United Nations Other Related Bodies	87,507,640	5,366,577	71,091,871	4,126,105	7.77%	8.62%	7.29%	7.57%
	United Nations Programmes and Funds	350,193,417	19,083,905	358,770,069	19,527,384	31.11%	30.64%	36.79%	35.84%
	United Nations Research and Training Institutes			889,159	71,125	0.00%	0.00%	0.09%	0.13%
	United Nations Specialized Agencies	16,559,603	1,031,689	17,748,034	1,020,903	1.47%	1.66%	1.82%	1.87%
Other	Foundations	1,065,588	42,624			0.09%	0.07%	0.00%	0.00%
	Governments	263,328,129	16,158,799	203,166,889	12,967,847	23.40%	25.94%	20.83%	23.80%
	Inter-Governmental Organizations	47,058,747	3,007,434	38,172,387	2,917,575	4.18%	4.83%	3.91%	5.35%
	International Financial Institutions	20,483,696	1,605,149	18,060,977	946,504	1.82%	2.58%	1.85%	1.74%
	Multilateral Institutions	47,203,154	2,370,675	34,194,883	1,585,798	4.19%	3.81%	3.51%	2.91%
	Non-Governmental Organizations	7,327,810	503,665	9,147,681	628,052	0.65%	0.81%	0.94%	1.15%
	Private Sector	14,054	703	29,803	1,490	0.00%	0.00%	0.00%	0.00%
	Trust Funds	63,429,186	1,158,554	37,879,450	646,229	5.64%	1.86%	3.88%	1.19%
Other	1,119,603	23,870	419,312	6,636	0.10%	0.04%	0.04%	0.01%	
Grand Total	1,125,556,282	62,290,257	975,313,583	54,491,059	100%	100%	100%	100%	

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Table 2: Implementation expenditures and revenues on behalf of partners*

		2013		2012		2013		2012		
		IE	IR	IE	IR	IE %	IR %	IE %	IR %	
United Nations	UN Departments and Offices	Department of Economic and Social Affairs (DESA)	527,373	42,260	613,451	49,073	0.0%	0.1%	0.1%	0.1%
		Department of Peacekeeping Operations (DPKO)	203,584,012	10,710,241	174,322,148	9,195,805	18.1%	17.2%	17.9%	16.9%
		Department of Political Affairs (DPA)	1,001,929	72,372	548,414	41,523	0.1%	0.1%	0.1%	0.1%
		Executive Office of the Secretary-General (EOSG)	5,800,905	460,344	4,399,037	351,893	0.5%	0.7%	0.5%	0.6%
		Office for the Coordination of Humanitarian Affairs (OCHA)	3,820,812	267,262	2,635,472	174,937	0.3%	0.4%	0.3%	0.3%
		Office of Legal Affairs (OLA)			0	5,425	0.0%	0.0%	0.0%	0.0%
		United Nations Register of Damage	802,529	56,140	793,984	55,521	0.1%	0.1%	0.1%	0.1%
		UN General Trust Fund	222,744	16,753			0.0%	0.0%	0.0%	0.0%
	UN Specialised Agencies	Food and Agriculture Organization of the United Nations (FAO)	30,071	1,662	94,317	10,329	0.0%	0.0%	0.0%	0.0%
		International Fund for Agricultural Development (IFAD)	12,974,706	769,776	15,464,907	872,246	1.2%	1.2%	1.6%	1.6%
		International Labour Organization (ILO)	1,937,896	135,650	2,171,355	136,145	0.2%	0.2%	0.2%	0.2%
		United Nations Educational, Scientific and Cultural Organization (UNESCO)	112,971	4,723			0.0%	0.0%	0.0%	0.0%
		World Health Organization (WHO)	1,273,101	103,533	17,455	2,182	0.1%	0.2%	0.0%	0.0%
		World Tourism Organization (UNWTO)	3,463	346			0.0%	0.0%	0.0%	0.0%
		Organisation for the Prohibition of Chemical Weapons (OPCW)	227,395	15,999			0.0%	0.0%	0.0%	0.0%
	Programmes and Funds	UNDP - MSA Bilateral Donors	1,269,085	49,645	171,944	13,660	0.1%	0.1%	0.0%	0.0%
		UNDP - MSA NGOs	0	7,717	-294,124	-20,588	0.0%	0.0%	0.0%	0.0%
		UNDP - MSA Recipient Governments	71,576,455	2,620,289	105,422,515	4,123,126	6.4%	4.2%	10.8%	7.6%
		UNDP Core Funds	45,467,614	3,112,831	53,578,841	3,310,877	4.0%	5.0%	5.5%	6.1%
		UNDP Multi Partner Trust Funds and Joint Programmes	160,921,653	8,722,196	140,048,988	8,227,124	14.3%	14.0%	14.4%	15.1%
		Office of the United Nations High Commissioner for Refugees (UNHCR)	39,698,015	2,713,757	22,509,720	1,697,021	3.5%	4.4%	2.3%	3.1%
		United Nations Children's Fund (UNICEF)	5,486,038	384,351	15,439,637	1,082,601	0.5%	0.6%	1.6%	2.0%
		United Nations Environment Programme (UNEP)	6,187,807	381,798	6,649,973	288,683	0.5%	0.6%	0.7%	0.5%
		United Nations Human Settlement Programme (UN-HABITAT)	7,038,598	371,888	3,849,015	207,765	0.6%	0.6%	0.4%	0.4%
		United Nations Office on Drugs and Crime (UNODC)	10,117,077	525,977	6,483,542	342,421	0.9%	0.8%	0.7%	0.6%
		United Nations Population Fund (UNFPA)	549,057	63,298	3,761,329	173,462	0.0%	0.1%	0.4%	0.3%
		United Nations World Food Programme (WFP)	1,882,020	130,158	1,148,689	81,234	0.2%	0.2%	0.1%	0.1%
		Research and Training Institutes	United Nations Institute for Disarmament Research (UNIDIR)			889,159	71,125			
	Other Entities	Joint United Nations Programme on HIV/AIDS (UNAIDS)	42,484	2,124			0.0%	0.0%	0.0%	0.0%
		United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN)	13,116	721	63,941	5,569	0.0%	0.0%	0.0%	0.0%
		United Nations International Strategy for Disaster Reduction (UNISDR)	4,405,257	308,396	2,363,755	165,463	0.4%	0.5%	0.2%	0.3%
		United Nations University (UNU)			2,867	201	0.0%	0.0%	0.0%	0.0%
	Other Related Bodies	United Nations Office for Project Services	44,492	0			0.0%	0.0%	0.0%	0.0%
		UN Web Buy (UN WEB BUY)	30,340,325	1,634,313	38,585,959	1,659,609	2.7%	2.6%	4.0%	3.0%
		United Nations Development Group (UNDG)	23,648,805	1,043,318	16,094,467	554,221	2.1%	1.7%	1.7%	1.0%
		United Nations Framework Convention on Climate Change (UNFCCC)	1,525,493	106,773	665,881	39,242	0.1%	0.2%	0.1%	0.1%
		Water Supply and Sanitation Collaborative Council (WSSCC)	28,933,784	2,356,460	15,745,563	1,873,032	2.6%	3.8%	1.6%	3.4%
		International Aid Transparency Initiative (IATI)	48,552	3,363			0.0%	0.0%	0.0%	0.0%
		Cities Alliance	1,222,113	97,150			0.1%	0.2%	0.0%	0.0%
	Economic Commission for Africa (ECA)	1,788,567	125,200			0.2%	0.2%	0.0%	0.0%	
	Trust Funds	KIP Trust Fund	61,323	4,072	276,856	19,253	0.0%	0.0%	0.0%	0.0%
		Livelihoods and Food Security Trust Fund (LIFT)	35,315,316	588,844	31,109,173	499,952	3.1%	0.9%	3.2%	0.9%
		Three Millennium Development Goals Fund (3MDG)	25,315,197	525,285	531,167	37,182	2.2%	0.8%	0.1%	0.1%
		UN-Water Inter-agency Trust Fund	2,737,350	40,352	5,962,255	89,843	0.2%	0.1%	0.6%	0.2%
	Multilaterals	Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	46,271,567	2,267,742	33,534,577	1,511,493	4.1%	3.6%	3.4%	2.8%
		International Centre for Settlement of Investment Disputes			105	0	0.0%	0.0%	0.0%	0.0%
International Food Policy Research Institute		37	0	18,414	921	0.0%	0.0%	0.0%	0.0%	
International Union for Conservation of Nature (IUCN)				373	11	0.0%	0.0%	0.0%	0.0%	
Global Environment Facility (GEF)		160,901	10,455	123,868	8,051	0.0%	0.0%	0.0%	0.0%	
Governments	Donor Group	770,648	92,478	517,547	65,323	0.1%	0.1%	0.1%	0.1%	
	Afghanistan	103,558,669	6,267,917	79,485,344	4,664,363	9.2%	10.1%	8.1%	8.6%	
	Angola	23,271	1,150	591,583	23,709	0.0%	0.0%	0.1%	0.0%	
	Argentina	258,224	10,183	17,019,224	664,807	0.0%	0.0%	1.7%	1.2%	
	Australia	360,386	23,485	902,600	62,184	0.0%	0.0%	0.1%	0.1%	
	Austria	137,617	9,632	168,357	11,315	0.0%	0.0%	0.0%	0.0%	
	Belgium	0	1,074	23,671	605	0.0%	0.0%	0.0%	0.0%	
	Brazil	1,841	74	40,198	1,608	0.0%	0.0%	0.0%	0.0%	
	Canada	29,501,326	1,574,612	13,392,628	803,981	2.6%	2.5%	1.4%	1.5%	
	China	0	-1,260			0.0%	0.0%	0.0%	0.0%	
	Colombia	59,346	0			0.0%	0.0%	0.0%	0.0%	
	Democratic Republic of the Congo	643,224	44,995	135,582	10,054	0.1%	0.1%	0.0%	0.0%	
	Denmark	736,688	51,567	697,091	48,796	0.1%	0.1%	0.1%	0.1%	
	El Salvador	1,011,283	67,641	267,868	10,315	0.1%	0.1%	0.0%	0.0%	
	Ethiopia	17,682,579	896,989			1.6%	1.4%	0.0%	0.0%	
	France	883,887	35,355			0.1%	0.1%	0.0%	0.0%	
	Germany	62,397	3,120	277,006	13,850	0.0%	0.0%	0.0%	0.0%	
	Greece	406,226	28,415	1,855	141	0.0%	0.0%	0.0%	0.0%	
	Guatemala	149,221	22,434			0.0%	0.0%	0.0%	0.0%	
	Haiti	10,391,797	661,856	6,530,742	419,668	0.9%	1.1%	0.7%	0.8%	
	Honduras			58	0	0.0%	0.0%	0.0%	0.0%	
	India	2,500,920	87,891	3,481,955	167,970	0.2%	0.1%	0.4%	0.3%	
	Italy	2,994,142	211,412	3,606,015	253,800	0.3%	0.3%	0.4%	0.5%	
	Japan	5,523,217	386,853	3,269,992	228,899	0.5%	0.6%	0.3%	0.4%	
	Kenya	2,049	0	96,588	0	0.0%	0.0%	0.0%	0.0%	
	Kosovo (under UNSCR 1244/99)	4,689,460	288,562	2,921,985	181,847	0.4%	0.5%	0.3%	0.3%	
	Liberia	2,229,139	155,345	858,904	90,065	0.2%	0.2%	0.1%	0.2%	
	Libya	72,246	4,831	88,145	5,289	0.0%	0.0%	0.0%	0.0%	
	Lithuania	89,103	6,237	381,132	26,679	0.0%	0.0%	0.0%	0.0%	
	Maldives	467,235	30,834	104,875	21,900	0.0%	0.0%	0.0%	0.0%	
	Mozambique	0	-475	-11,864	0	0.0%	0.0%	0.0%	0.0%	
	Myanmar	5,755,627	88,831	11,587,342	268,732	0.5%	0.1%	1.2%	0.5%	
	Netherlands	8,799,914	486,824	4,201,232	266,409	0.8%	0.8%	0.4%	0.5%	
	Nigeria	14,087	1,127	-18,738	424	0.0%	0.0%	0.0%	0.0%	
	Norway	1,764,303	115,322	3,576,620	178,851	0.2%	0.2%	0.4%	0.3%	
	Palestine (State of)	290,791	17,898	622,070	35,216	0.0%	0.0%	0.1%	0.1%	
	Panama	1,649,285	139,746	518,870	24,508	0.1%	0.2%	0.1%	0.0%	
	Peru	2,313,916	248,109	213,171	23,220	0.2%	0.4%	0.0%	0.0%	
	Republic of Korea	14,820	721	318,923	22,433	0.0%	0.0%	0.0%	0.0%	
	Saudi Arabia	6,413	449			0.0%	0.0%	0.0%	0.0%	
	Senegal	7,190	0			0.0%	0.0%	0.0%	0.0%	
	Sierra Leone	424,391	14,754	450,406	18,286	0.0%	0.0%	0.0%	0.0%	
	Somalia	1,840,601	128,790	20,763	1,453	0.2%	0.2%	0.0%	0.0%	
	South Africa	698,735	55,899	941,111	75,289	0.1%	0.1%	0.1%	0.1%	
	South Sudan	320,970	12,942	549,849	21,994	0.0%	0.0%	0.1%	0.0%	
	Spain			117,603	5,862	0.0%	0.0%	0.0%	0.0%	
Sri Lanka	3,605,184	236,183	1,475,779	82,396	0.3%	0.4%	0.2%	0.2%		
Sudan	184,009	8,841	952,398	48,743	0.0%	0.0%	0.1%	0.1%		
Sweden	10,082,946	706,479	11,986,748	823,881	0.9%	1.1%	1.2%	1.5%		
Switzerland	3,507,323	372,579	2,374,709	195,163	0.3%	0.6%	0.2%	0.4%		
United Arab Emirates			20,693	1,449	0.0%	0.0%	0.0%	0.0%		
United Kingdom of Great Britain and Northern Ireland (UK)	8,923,984	613,955	9,381,901	669,595	0.8%	1.0%	1.0%	1.2%		
United States of America (USA)	28,441,701	2,025,672	19,543,909	2,492,098	2.5%	3.3%	2.0%	4.6%		
Uruguay	246,448	12,949			0.0%	0.0%	0.0%	0.0%		

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

Annex 2

Table 2: Implementation expenditures and revenues on behalf of partners*

		2013		2012		2013		2012	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Foundations	Bill & Melinda Gates Foundation	1,065,588	42,624						
						0.1%	0.1%	0.0%	0.0%
International Financial Institutions	African Development Bank (AfDB)	1,629,463	101,047	1,723,873	132,810	0.1%	0.2%	0.2%	0.2%
	Central American Bank for Economic Integration	668,820	455,000	813,026	230,000	0.1%	0.7%	0.1%	0.4%
	Inter-American Development Bank (IADB)	404,645	1,920	716,528	6,308	0.0%	0.0%	0.1%	0.0%
	International Bank of Reconstruction and Development (IBRD)	908,599	43,788	10,221,710	305,276	0.1%	0.1%	1.0%	0.6%
	International Development Association (IDA)	16,872,170	1,003,393	4,585,840	272,111	1.5%	1.6%	0.5%	0.5%
Inter-Governmental Organisations	African Union (AU)	1,208,502	84,604	1,255,680	87,893	0.1%	0.1%	0.1%	0.2%
	Economic Community of West African States (ECOWAS)	554,046	38,424	2,144,671	150,268	0.0%	0.1%	0.2%	0.3%
	European Commission (EC)	43,287,261	2,733,985	33,650,270	2,297,023	3.8%	4.4%	3.5%	4.2%
	International Organization for Migration (IOM)	1,224,770	96,309	519,897	41,436	0.1%	0.2%	0.1%	0.1%
	Nansen Initiative	774,796	54,112	39,857	2,790	0.1%	0.1%	0.0%	0.0%
	Nile Basin Initiative (NBI)	9,372	0	303,612	338,166	0.0%	0.0%	0.0%	0.6%
	Southern African Development Community (SADC)			258,399	0	0.0%	0.0%	0.0%	0.0%
NGOs	American Red Cross	-16,800	650	518,351	36,270	0.0%	0.0%	0.1%	0.1%
	Clinton Bush Haiti Fund	88,464	4,423	39,048	1,952	0.0%	0.0%	0.0%	0.0%
	Hammer Forum	0	0	10,639	745	0.0%	0.0%	0.0%	0.0%
	Interpeace	966,308	67,528	1,259,293	88,178	0.1%	0.1%	0.1%	0.2%
	Islamic Relief Worldwide (IRW)			612,654	42,883	0.0%	0.0%	0.1%	0.1%
	Millennium Promise	6,289,839	431,064	6,714,943	458,458	0.6%	0.7%	0.7%	0.8%
	United Methodist Committee on Relief (UMCOR)			-7,246	-435	0.0%	0.0%	0.0%	0.0%
Private Sector	Private Sector	14,054	703	29,803	1,490	0.0%	0.0%	0.0%	0.0%
Other		1,119,603	23,870	419,312	6,636	0.1%	0.0%	0.0%	0.0%
Grand Total		1,125,556,282	62,290,257	975,313,583	54,491,059	100%	100%	100%	100%

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

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

		2013		2012		2013		2012	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
UNDP - MSA Bilateral Donors	Italy	0	2,055	-1,152	0	0.00%	0.08%	0.00%	0.00%
	Japan	1,269,085	47,590	173,095	13,660	1.74%	1.78%	0.16%	0.33%
UNDP - MSA NGOs	International Non-Governmental Organization	0	7,717	-294,124	-20,588	0.00%	0.29%	-0.28%	-0.50%
UNDP - MSA Recipient Governments	Argentina	11,641,999	419,626	9,013,249	842,631	15.98%	15.67%	8.56%	20.47%
	Guatemala	14,893,316	542,413	19,725,381	678,666	20.45%	20.26%	18.73%	16.49%
	Paraguay	5,348,862	212,390	6,787,580	264,676	7.34%	7.93%	6.45%	6.43%
	Peru	39,039,172	1,409,946	69,170,008	2,641,224	53.59%	52.66%	65.69%	64.17%
	Uruguay	430,159	23,659	348,326	12,856	0.59%	0.88%	0.33%	0.31%
	International Financial Institutions	222,945	12,255	377,972	-316,927	0.31%	0.46%	0.36%	-7.70%
Grand Total		72,845,539	2,677,651	105,300,335	4,116,198	100.00%	100.00%	100.00%	100.00%

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Table 4: Fund sources of top government partners

		2013		2012		2013		2012		
		IE	IR	IE	IR	IE %	IR %	IE %	IR %	
Afghanistan	Japan	42,052,414	2,964,381	7,928,335	648,414	16.03%	18.39%	3.91%	5.02%	
	Italy	6,748,877	472,430	7,083,219	495,733	2.57%	2.93%	3.50%	3.84%	
	Australia	2,195,718	150,673	1,395,041	69,731	0.84%	0.93%	0.69%	0.54%	
	Sweden	-3,850	-270	280,698	19,649	0.00%	0.00%	0.14%	0.15%	
	Norway	120,217	4,809	137,964	9,657	0.05%	0.03%	0.07%	0.07%	
	International Bank of Reconstruction and Development (IBRD)	52,445,293	2,675,895	62,660,088	3,421,179	19.99%	16.60%	30.94%	26.49%	
Angola	International Development Association (IDA)	23,271	1,150	591,583	23,709	0.01%	0.01%	0.29%	0.18%	
Argentina	Argentina	234,136	9,323	16,565,272	718,789	0.09%	0.06%	8.18%	5.57%	
	Development Bank of Latin America (CAF)	24,088	860	453,952	-53,982	0.01%	0.01%	0.22%	-0.42%	
Democratic Republic of the Congo	Democratic Republic of the Congo	642,849	44,960	56,358	4,509	0.25%	0.28%	0.03%	0.03%	
	International Bank of Reconstruction and Development (IBRD)	376	35	79,224	5,546	0.00%	0.00%	0.04%	0.04%	
El Salvador	El Salvador	1,008,787	67,041	267,868	10,315	0.38%	0.42%	0.13%	0.08%	
	Inter-American Development Bank (IADB)	2,496	600			0.00%	0.00%	0.00%	0.00%	
Ethiopia	Ethiopia	15,861,638	831,244			6.05%	5.16%	0.00%	0.00%	
	Three Millennium Development Goals Fund (3MDG)	1,820,942	65,745			0.69%	0.41%	0.00%	0.00%	
Haiti	Inter-American Development Bank (IADB)	5,211,590	310,120	2,373,442	142,412	1.99%	1.92%	1.17%	1.10%	
	International Bank of Reconstruction and Development (IBRD)	4,738,915	331,838	244,383	17,162	1.81%	2.06%	0.12%	0.13%	
	International Development Association (IDA)	385,413	15,890	462,858	18,514	0.15%	0.10%	0.23%	0.14%	
	UNDP	-19,878	-1,401	2,220,281	155,419	-0.01%	-0.01%	1.10%	1.20%	
Liberia	Haiti	75,757	5,409	1,229,777	86,161	0.03%	0.03%	0.61%	0.67%	
	Liberia	2,158,779	150,420	1,336,823	90,018	0.82%	0.93%	0.66%	0.70%	
	United Nations Programmes and Funds	70,360	4,925			0.03%	0.03%	0.00%	0.00%	
Myanmar	Japan			-77,352	48	0.00%	0.00%	-0.04%	0.00%	
	United States of America (USA)			-400,567		0.00%	0.00%	-0.20%	0.00%	
	The Three Diseases Fund (3DF)	4,351,683	66,091	8,910,787	221,722	1.66%	0.41%	4.40%	1.72%	
Nigeria	Post-Nargis Response and Preparedness Plan (PONREPP) Trust Fund	1,403,945	22,739	2,676,554	47,009	0.54%	0.14%	1.32%	0.36%	
	Nigeria	14,087	1,127	5,305	424	0.01%	0.01%	0.00%	0.00%	
Palestine (State of)	International Bank of Reconstruction and Development (IBRD)			-24,043	0	0.00%	0.00%	-0.01%	0.00%	
	Canada			-1,426	-96	0.00%	0.00%	0.00%	0.00%	
	Cyprus	554	37	-22,977	-1,551	0.00%	0.00%	-0.01%	-0.01%	
	Denmark			-124	-8	0.00%	0.00%	0.00%	0.00%	
	Finland			-5,159	-344	0.00%	0.00%	0.00%	0.00%	
	Italy	82,460	4,742	61,979	3,319	0.03%	0.03%	0.03%	0.03%	
	Netherlands	80	-21	589,922	33,280	0.00%	0.00%	0.29%	0.26%	
	Norway	143,769	10,041	-820	555	0.05%	0.06%	0.00%	0.00%	
	Sweden			222	-3	0.00%	0.00%	0.00%	0.00%	
	United Kingdom of Great Britain and Northern Ireland (UK)	63,928	3,098	453	63	0.02%	0.02%	0.00%	0.00%	
	Senegal	International Non-Governmental Organization	7,190				0.00%	0.00%	0.00%	0.00%
Sierra Leone	International Bank of Reconstruction and Development (IBRD)	421,649	14,644	310,061	12,673	0.16%	0.09%	0.15%	0.10%	
	Other Donors	2,742	110	140,345	5,614	0.00%	0.00%	0.07%	0.04%	
Somalia	Italy	1,840,601	128,790	20,763	1,453	0.70%	0.80%	0.01%	0.01%	
South Africa	International Non-Governmental Organization	698,735	55,899	941,111	75,289	0.27%	0.35%	0.46%	0.58%	
South Sudan	International Bank of Reconstruction and Development (IBRD)	320,970	12,942	549,849	21,994	0.12%	0.08%	0.27%	0.17%	
Sri Lanka	Republic of Korea	2,482,820	173,502	282,882	19,887	0.95%	1.08%	0.14%	0.15%	
	Spain	813,928	41,080	1,048,103	52,400	0.31%	0.25%	0.52%	0.41%	
	International Non-Governmental Organization	308,437	21,602	144,794	10,109	0.12%	0.13%	0.07%	0.08%	
Sudan	Sudan	21	1	79,473	5,556	0.00%	0.00%	0.04%	0.04%	
	International Bank of Reconstruction and Development (IBRD)	145,477	6,914	-38,070	-2,362	0.06%	0.04%	-0.02%	-0.02%	
	International Development Association (IDA)	38,512	1,926	910,995	45,550	0.01%	0.01%	0.45%	0.35%	
Direct Assistance to Donor Governments	Australia	360,386	23,485	902,600	62,184	0.14%	0.15%	0.45%	0.48%	
	Austria	137,617	9,632	168,357	11,315	0.05%	0.06%	0.08%	0.09%	
	Belgium		1,074	23,671	605	0.00%	0.01%	0.01%	0.00%	
	Brazil	1,841	74	40,198	1,608	0.00%	0.00%	0.02%	0.01%	
	Canada	29,372,998	1,569,480	13,392,628	803,981	11.19%	9.74%	6.61%	6.23%	
	China		-1,260			0.00%	-0.01%	0.00%	0.00%	
	Colombia	59,346				0.02%	0.00%	0.00%	0.00%	
	Denmark	736,688	51,567	697,091	48,796	0.28%	0.32%	0.34%	0.38%	
	France	883,887	35,355			0.34%	0.22%	0.00%	0.00%	
	Germany	62,397	3,120	277,006	13,850	0.02%	0.02%	0.14%	0.11%	
	Greece	406,226	28,415	1,855	141	0.15%	0.18%	0.00%	0.00%	
	Guatemala	149,221	22,434			0.06%	0.14%	0.00%	0.00%	
	Honduras			58		0.00%	0.00%	0.00%	0.00%	
	India	2,500,920	87,891	3,481,955	167,970	0.95%	0.55%	1.72%	1.30%	
	Italy	2,994,142	211,412	3,606,015	253,800	1.14%	1.31%	1.78%	1.97%	
	Japan	5,523,217	386,853	3,269,992	228,899	2.11%	2.40%	1.61%	1.77%	
	Kenya	2,049		96,588		0.00%	0.00%	0.05%	0.00%	
	Kosovo (under UNSCR 1244/99)	4,689,460	288,562	2,921,985	181,847	1.79%	1.79%	1.44%	1.41%	
	Libya	72,246	4,831	88,145	5,289	0.03%	0.03%	0.04%	0.04%	
	Lithuania	89,103	6,237	381,132	26,679	0.03%	0.04%	0.19%	0.21%	
	Maldives	467,235	30,834	104,875	21,900	0.18%	0.19%	0.05%	0.17%	
	Mozambique		-475	-11,864		0.00%	0.00%	-0.01%	0.00%	
	Netherlands	8,468,540	483,510	4,201,232	266,409	3.23%	3.00%	2.07%	2.06%	
	Norway	1,764,303	115,322	3,576,620	178,851	0.67%	0.72%	1.77%	1.38%	
	Panama	1,649,285	139,746	518,870	24,508	0.63%	0.87%	0.26%	0.19%	
	Peru	2,313,916	248,109	213,171	23,220	0.88%	1.54%	0.11%	0.18%	
	Republic of Korea	14,820	721	318,923	22,433	0.01%	0.00%	0.16%	0.17%	
	Saudi Arabia	6,413	449			0.00%	0.00%	0.00%	0.00%	
	Spain			117,603	5,862	0.00%	0.00%	0.06%	0.05%	
	Sweden	10,082,946	706,479	11,986,711	823,881	3.84%	4.38%	5.92%	6.38%	
	Switzerland	3,507,066	372,579	2,374,709	195,163	1.34%	2.31%	1.17%	1.51%	
	United Arab Emirates			20,693	1,449	0.00%	0.00%	0.01%	0.01%	
	United Kingdom of Great Britain and Northern Ireland (UK)	8,434,163	580,854	8,744,942	615,879	3.21%	3.60%	4.32%	4.77%	
	United States of America (USA)	28,441,701	2,025,672	19,543,872	2,492,098	10.84%	12.57%	9.65%	19.30%	
	Uruguay	246,448	12,949			0.09%	0.08%	0.00%	0.00%	
	Grand Total		262,378,356	16,117,252	202,529,859	12,914,132	100.00%	100.00%	100.00%	100.00%

Annex 2

Table 5: Partnerships with the World Bank

		2013		2012		2013		2012	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Partners	Afghanistan	52,445,293	2,675,895	62,660,088	3,421,179	68.50%	64.65%	74.47%	73.81%
	Angola	23,271	1,150	591,583	23,709	0.03%	0.03%	0.70%	0.51%
	Democratic Republic of the Congo	376	35	79,224	5,546	0.00%	0.00%	0.09%	0.12%
	Haiti	5,124,328	347,728	707,241	35,676	6.69%	8.40%	0.84%	0.77%
	Nigeria			-24,043	0	0.00%	0.00%	-0.03%	0.00%
	Sierra Leone	421,649	14,644	310,061	12,673	0.55%	0.35%	0.37%	0.27%
	South Sudan	320,970	12,942	549,849	21,994	0.42%	0.31%	0.65%	0.47%
	Sudan	183,989	8,840	872,925	43,187	0.24%	0.21%	1.04%	0.93%
	Nile Basin Initiative (NBI)	9,372	0	303,612	338,166	0.01%	0.00%	0.36%	7.30%
	Southern African Development Community (SADC)			258,413	0	0.00%	0.00%	0.31%	0.00%
	UNDP	62,490	2,676	-188,593	-12,897	0.08%	0.06%	-0.22%	-0.28%
	UNDP -Regional Bureau for Europe & CIS/HQ	43,331	2,529	-10,748	-4,492	0.06%	0.06%	-0.01%	-0.10%
	United Nations Population Fund (UNFPA)	-11,500	0	-25,844	0	-0.02%	0.00%	-0.03%	0.00%
	Office of Legal Affairs (OLA)			0	5,425	0.00%	0.00%	0.00%	0.12%
Direct Assistance	International Bank of Reconstruction and Development (IBRD)	898,310	43,377	10,221,710	305,276	1.17%	1.05%	12.15%	6.59%
	International Development Association (IDA)	14,231,464	862,924	4,585,840	272,111	18.59%	20.85%	5.45%	5.87%
Procurement	UNOPS Transactional Procurement Unit	2,812,004.77	166,331.94	3,254,409.02	167,511.32	3.67%	4.02%	3.87%	3.61%
Grand Total		76,565,346	4,139,071	84,145,727	4,635,063	100%	100%	100%	100%

Annex 2

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

		2013		2012		2013		2012	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Partners	UNDP			-18,139	0	0.0%	0.0%	-0.8%	0.0%
	United Kingdom of Great Britain and North	93,024	3,771			4.7%	3.2%	0.0%	0.0%
Direct Assistance	African Development Bank (AfDB)	1,629,463	101,047	1,623,824	129,608	82.0%	85.2%	67.3%	75.4%
Procurement	UNOPS Transactional Procurement Unit	265,170	13,741	805,823	42,244	13.3%	11.6%	33.4%	24.6%
Grand Total		1,987,657	118,559	2,411,508	171,852	100%	100%	100%	100%

Annex 2

Table 7: Top five donor governments by delivery*

		2013		2012		2013		2012	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Governments	Japan	52,745,804	3,592,353	15,066,245	1,163,842	17.38%	20.28%	5.48%	7.17%
	Canada	31,537,980	1,721,408	15,137,173	930,754	10.39%	9.72%	5.51%	5.74%
	United States of America (USA)	30,624,303	2,182,695	20,410,709	2,587,230	10.09%	12.32%	7.43%	15.95%
	Netherlands	12,738,109	791,656	5,385,784	335,086	4.20%	4.47%	1.96%	2.07%
	Italy	12,017,078	844,541	11,173,183	785,033	3.96%	4.77%	4.06%	4.84%
Grand Total		303,487,702	17,714,610	274,867,412	16,221,841	46%	52%	24%	36%

*Where the origin of funds can clearly be attributed in delivery

Annex 3

2013 and 2012 implementation expenditures and revenues by OECD-DAC CRS purpose codes

DAC5	DAC5 DESCRIPTION	CRS CODE	CRS DESCRIPTION	2013		2012	
				IE	IR	IE	IR
111	Education, level unspecified	11110	Education policy and administrative management	19,948	168	696,417	28,331
		11120	Education facilities and training	9,441,812	669,049	17,645,238	1,355,094
		11130	Teacher training	43,086	2,156	309,350	15,468
	Education, level unspecified Total			9,504,845	671,373	18,651,005	1,398,894
112	Basic education	11220	Primary education			851,155	24,556
	Basic education Total					851,155	24,556
114	Post-secondary education	11430	Advanced technical and managerial training	7,044	563	2,652	212
	Post-secondary education Total			7,044	563	2,652	212
121	Health, general	12110	Health policy and administrative management	52,881,825	1,919,357	55,959,404	1,991,390
		12191	Medical services	42,649,180	2,394,611	30,443,383	1,377,444
		12181	Medical education/training	3,275	33		
			Health, general Total	95,534,280	4,314,000	86,402,786	3,368,834
122	Basic health	12220	Basic health care	10,270,285	316,847	11,535,528	484,231
		12230	Basic health infrastructure	15,781,893	908,773	6,861,996	351,101
		12250	Infectious disease control	2,971,027	232,167	3,565,771	283,012
		12261	Health education	22,583,459	1,832,653	12,087,880	1,346,390
		12262	Malaria control	29,724,503	1,190,090	13,217,203	564,162
		12263	Tuberculosis control	14,521,014	627,288	14,368,369	604,891
		12281	Health personnel development	43,086	2,156	309,350	15,468
		12240	Basic nutrition	2,402,750	99,132	17,817	1,425
			Basic health Total	98,298,018	5,209,106	61,963,915	3,650,680
130	Population policies/programmes and reproductive health	13010	Population policy and administrative management	10,262,541	244,782	3,946,945	276,959
		13020	Reproductive health care	1,869,051	53,146	4,571,391	151,441
		13040	STD control including HIV/AIDS	19,200,042	882,880	14,368,685	647,402
	Population policies/programmes and reproductive health Total	31,331,634	1,180,809	22,887,021	1,075,802		
140	Water and sanitation	14010	Water sector policy and administrative management	5,335,024	209,051	9,116,650	286,796
		14015	Water resources conservation (including data collection)	2,667,204	197,448	1,728,688	439,956
		14021	Water supply - large systems	3,080,680	225,073	4,048,027	324,243
		14031	Basic drinking water supply	918,679	223,777	315,691	86,080
		14032	Basic sanitation	76,329	3,089	827,077	40,260
		14040	River basins' development	306,592	24,524	139,091	11,127
		14050	Waste management / disposal	1,045,617	73,163	3,912,885	212,287
		14081	Education and training in water supply and sanitation	6,774,268	553,455	3,977,766	552,271
			Water and sanitation Total	20,204,394	1,509,582	24,065,876	1,953,020
		151	Government and civil society, general	15110	Public sector policy and administrative management	6,674,049	298,509
15111	Public finance management			192,018	18,282	137,646	15,160
15113	Anti-corruption organisations and institutions			2,788,939	206,158	3,384,957	250,621
15130	Legal and judicial development			41,587,815	2,402,459	54,105,421	2,958,102
15150	Democratic participation and civil society			10,665,996	756,517	11,044,016	789,264
15151	Elections			12,383,765	833,228	6,947,112	590,027
15152	Legislatures and political parties			363,493	25,445	290,806	22,160
15153	Media and free flow of information					647,105	48,609
15160	Human rights			2,128,377	158,488	3,699,868	278,202
	Government and civil society, general Total	76,784,452	4,699,085	92,389,981	5,513,219		
152	Conflict prevention and resolution, peace and security	15210	Security system management and reform	862,799	40,282	152,827	10,698
		15220	Civilian peace-building, conflict prevention and resolution	17,457,857	1,226,275	7,239,916	499,593
		15230	Participation in international peacekeeping operations	194,717,312	9,684,619	165,559,226	8,398,471
		15240	Reintegration and SALW control	309,680	21,678	-26,043	0
		15250	Removal of land mines and explosive remnants of war	245,153	11,456	-23,325	-1,633
		15261	Child soldiers (Prevention and demobilisation)	1,971,108	78,647	1,114,000	46,904
	Conflict prevention and resolution, peace and security Total	215,563,909	11,062,956	174,016,601	8,954,033		
160	Other social infrastructure and services	16010	Social/ welfare services	1,978,924	159,188	5,082,008	203,396
		16020	Employment policy and administrative management	2,230,200	147,541	2,328,351	146,064
		16030	Housing policy and administrative management	224,016	15,690	589,888	41,245
		16050	Multisector aid for basic social services	1,653,396	115,725	1,636,238	114,448
		16061	Culture and recreation	6,455,170	460,105	5,330,330	324,387
		16062	Statistical capacity building	-38,703	-5,208	412,325	0
		16063	Narcotics control	163,334	12,250	153,544	11,531
	Other social infrastructure and services Total	12,666,337	905,291	15,532,684	841,072		
210	Transport and storage	21010	Transport policy and administrative management	4,136,342	339,858	9,676,294	668,253
		21020	Road transport	137,846,049	8,459,494	99,678,380	5,759,020
		21040	Water transport	101,271	24,751		
		21050	Air transport	18,846,261	1,109,880	2,313,706	108,194
	Transport and storage Total	160,929,923	9,933,983	111,668,380	6,535,467		
220	Communication	22010	Communications policy and administrative management	2,720	0	565,437	39,614
		22020	Telecommunications	219	154	308,624	14,945
		22030	Radio/television/print media	12,308	492	27,900	1,116
		22040	Information and communication technology (ICT)	21,210,019	1,610,705	14,649,584	1,052,051
	Communication Total	21,225,265	1,611,352	15,551,544	1,107,726		
230	Energy generation and supply	23010	Energy policy and administrative management	443,314	24,544	885,531	49,643
		23030	Power generation/renewable sources	2,511,802	175,814	1,540,464	100,527
		23040	Electrical transmission/ distribution	-0	0	18,562	1,485
		23064	Nuclear power plants	229	9	20,083	804
		23070	Biomass			-197	-14
	Energy generation and supply Total	2,955,345	200,367	2,464,443	152,445		
240	Banking and financial services	24010	Financial policy and administrative management	1,365,080	81,204	961,629	73,330
		24040	Informal/semi-formal financial intermediaries	0	2,055		
	Banking and financial services Total	1,365,080	83,259	961,629	73,330		
250	Business and other services	25010	Business support services and institutions	6,347	427	509,985	33,814
			Business and other services Total	6,347	427	509,985	33,814
311	Agriculture	31110	Agricultural policy and administrative management	9,226,144	605,851	13,990,808	902,136
		31120	Agricultural development	228,177	11,133		
		31130	Agricultural land resources	64,482	5,161	9,101	729
		31161	Food crop production	10,564,370	686,684	2,853,145	185,231
		31162	Industrial crops/export crops	8,671	607	10,383	727
		31163	Livestock			-1,108,252	-43,842
		31165	Agricultural alternative development	282,562	16,989	1,120,200	68,791
		31195	Livestock/veterinary services	1,333,003	66,622	1,503,292	74,999
	Agriculture Total	21,707,409	1,393,047	18,378,678	1,188,770		
313	Fishing	31320	Fishery development	293,982	22,049	2,552	191
		31381	Fishery education/training	69,954	4,210	750,987	45,029
		31391	Fishery services	1,494,333	104,844	2,345,729	164,268
	Fishing Total	1,858,269	131,102	3,099,268	209,488		
321	Industry	32120	Industrial development	44,480	3,115	76,345	5,344
			Industry Total	44,480	3,115	76,345	5,344
322	Mineral resources and mining	32220	Mineral prospecting and exploration	1,543	108	198,957	13,927
		32210	Mineral/mining policy and administrative management	1,819,302	134,335	310,061	12,673
	Mineral resources and mining Total	1,820,845	134,443	509,018	26,600		
323	Construction	32310	Construction policy and administrative management	371,453	78,821	1,945,816	71,455
			Construction Total	371,453	78,821	1,945,816	71,455
331	Trade policy and regulations and trade-related adjustment	33110	Trade policy and administrative management	30,506,429	741,116	28,250,720	846,194
		33120	Trade facilitation	20,108,786	1,401,467	18,636,715	1,359,861
	Trade policy and regulations and trade-related adjustment Total	50,615,215	2,142,583	46,887,436	2,206,056		

Annex 3

2013 and 2012 implementation expenditures and revenues by OECD-DAC CRS purpose codes

332	Tourism	33210	Tourism policy and administrative management	4,979	349	23,225	1,626
	Tourism Total			4,979	349	23,225	1,626
410	General environmental protection	41010	Environmental policy and administrative management	99,892,253	5,902,806	91,100,328	5,396,242
		41020	Biosphere protection	1,027,540	82,109	860,907	68,862
		41030	Bio-diversity	2,533,426	195,148	3,200,519	272,391
		41040	Site preservation	367,575	22,058	333,084	19,997
	General environmental protection Total			103,820,794	6,202,121	95,494,839	5,757,492
430	Other multisector	43010	Multisector aid	7,053,062	427,556	30,588,637	1,612,497
		43030	Urban development and management	5,953,726	292,579	857,036	28,514
		43040	Rural development	5,337,051	363,938	8,167,402	518,404
		43050	Non-agricultural alternative development			7,796	390
		43081	Multisector education/training	163,769	11,464	183,943	12,876
		43082	Research/scientific institutions	3,572,370	313,203	3,291,508	285,340
	Other multisector Total			22,079,978	1,408,741	43,096,321	2,458,021
520	Developmental food aid/Food security assistance	52010	Food aid/Food security programmes	38,459,959	807,614	34,080,083	695,965
	Developmental food aid/Food security assistance Total			38,459,959	807,614	34,080,083	695,965
720	Emergency Response	72010	Material relief assistance and services	1,497,777	102,753	5,275,618	394,208
		72050	Relief co-ordination; protection and support services	69,815,464	4,403,564	37,720,364	2,565,386
	Emergency Response Total			71,313,241	4,506,316	42,995,982	2,959,593
730	Reconstruction relief and rehabilitation	73010	Reconstruction relief and rehabilitation	18,365,464	1,292,367	13,653,299	1,941,731
	Reconstruction relief and rehabilitation Total			18,365,464	1,292,367	13,653,299	1,941,731
740	Disaster prevention and preparedness	74010	Disaster prevention and preparedness	6,581,395	478,707	3,251,536	252,682
	Disaster prevention and preparedness Total			6,581,395	478,707	3,251,536	252,682
910	Administrative costs of donors	91010	Administrative costs	3,109,626	218,145	3,100,600	212,494
	Administrative costs of donors Total			3,109,626	218,145	3,100,600	212,494
998	Unallocated / Unspecified	99810	Sectors not specified	39,026,303	2,110,631	40,606,587	1,806,982
		99820	Promotion of development awareness			194,894	13,654
	Unallocated / Unspecified Total			39,026,303	2,110,631	40,801,481	1,820,636
Grand Total				1,125,556,282	62,290,257	975,313,583	54,491,059

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 2013.

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.

This year the cross-cutting reporting tool was updated to increase the quality and scope of the information gathered. This will be used to drive sustainability efforts within the organization. The new reporting system is considerably more in-depth and robust and thus comparisons with information from earlier years is not recommended as it could provide misleading trends.

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 914 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 2013.

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.