

Financial Highlights*

INCOME STATEMENT	2010	2009	% change
<i>Results for the year ended 31 December 2010, with comparative figures for the year ended 31 December 2009 (USD '000s)</i>			

INCOME			
Support costs and fees	71,239	61,947	15.00%
Advisory and Reimbursable Services Income	7,926	20,569	-61.47%
Miscellaneous income	11,331	7,827	44.77%
TOTAL INCOME	90,496	90,343	0.17%
less: TOTAL EXPENDITURE	64,237	64,414	-0.27%
EXCESS OF INCOME OVER EXPENDITURE	26,259	25,929	1.27%
less: Net movement in PROVISIONS	12,224	15,592	-21.60%
NET EXCESS OF INCOME OVER EXPENDITURE	14,035	10,337	35.77%

BALANCE SHEET	2010	2009	Increase / (Decrease)
<i>Statement of Assets, Liabilities & Reserves as at 31 December 2010, with comparative figures for the year ended 31 December 2009 (USD '000s)</i>			

ASSETS			
Cash and Term Deposits	862,499	444,070	418,429
Accounts Receivable	46,044	42,716	3,328
Interfund Accounts	-	264,740 **	(264,740)
TOTAL ASSETS	908,543	751,526	
LIABILITIES			
Interfund Accounts	59,291	-	59,291
Contributions Received in Advance	535,790	428,593 **	107,197
Unliquidated Obligations	185,081	218,797	(33,716)
Accounts Payable, Provisions & Employee Liabilities	71,613	61,403	10,210
	851,775	708,793	
RESERVES			
Operating Reserves	56,768	42,733	14,035
TOTAL LIABILITIES & RESERVES	908,543	751,526	

* Financial Highlights were prepared before finalisation of Interim Financial Statements for 2010

** Reclassification of non-management service agreement projects in 2010 resulted in restatement of 2009 comparatives

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Table 1: Partner groups

	2010		2009		2010		2009		
	IE	IR	IE	IR	IE %	IR %	IE %	IR %	
United Nations	UN Programmes and Funds	574,761,443	29,798,705	557,014,531	30,658,110	45.2%	41.8%	51.1%	49.5%
	UN Departments and Offices	188,191,816	13,111,812	143,810,896	11,555,913	14.8%	18.4%	13.2%	18.7%
	UN Other Entities	11,832,949	897,597	7,132,018	528,121	0.9%	1.3%	0.7%	0.9%
	UN Specialised Agencies	10,752,548	4,103,147	4,462,408	221,694	0.8%	5.8%	0.4%	0.4%
	UN Research and Training Institutes	3,142,850	268,870	1,047,444	109,015	0.2%	0.4%	0.1%	0.2%
	UN Other Related Bodies	23,530	0			0.0%	0.0%	0.0%	0.0%
Governments	432,947,836	20,440,362	345,808,707	16,595,310	34.1%	28.7%	31.7%	26.8%	
Inter-Governmental Organisations	38,899,956	1,899,130	28,610,812	2,089,059	3.1%	2.7%	2.6%	3.4%	
International Financial Institutions	6,432,411	459,723	2,884,412	199,620	0.5%	0.6%	0.3%	0.3%	
NGOs	3,427,080	260,085	-115,229	-9,548	0.3%	0.4%	0.0%	0.0%	
Grand Total	1,270,412,420	71,239,431	1,090,656,000	61,947,294	100.0%	100.0%	100.0%	100.0%	

Note:

1. Reclassification of non-management service agreement projects in 2010 resulted in the restatement of 2009 comparatives.

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Table 2: 2010 and 2009 implementation expenditures and revenues on behalf of partners¹

		2010		2009		2010		2009			
		IE	IR	IE	IR	IE %	IR %	IE %	IR %		
United Nations	UN Departments and Offices	DPKO	171,974,698	11,909,333	130,793,670	10,644,175	13.5%	16.7%	12.0%	17.2%	
		UNODC	5,515,865	399,846	7,156,501	449,812	0.4%	0.6%	0.7%	0.7%	
		OCHA	2,941,902	205,494	2,067,018	167,037	0.2%	0.3%	0.2%	0.3%	
		SG Office	5,183,760	414,710	2,883,696	231,003	0.4%	0.6%	0.3%	0.4%	
		UN	997,859	69,466			0.1%	0.1%	0.0%	0.0%	
		DPA	256,576	20,480	547,533	38,513	0.0%	0.0%	0.1%	0.1%	
		UNOGBIS	1,321,155	92,482	362,478	25,373	0.1%	0.1%	0.0%	0.0%	
	Specialised Agencies	FAO	243,137	13,006	3,208,237	187,389	0.0%	0.0%	0.3%	0.3%	
		ILO	939,734	132,715			0.1%	0.2%	0.0%	0.0%	
		WHO	9,569,677	3,957,426	1,254,171	34,304	0.8%	5.6%	0.1%	0.1%	
	Programmes and Funds	UNDP - MSA Recipient Governments	264,420,603	9,976,137	230,208,461	9,230,654	20.8%	14.0%	21.1%	14.9%	
		UNDP - MSA Lending Institutions	544,581	-87,057	11,811,394	345,599	0.0%	-0.1%	1.1%	0.6%	
		UNDP - MSA Bilateral Donors	5,925,263	280,397	11,720,843	1,032,390	0.5%	0.4%	1.1%	1.7%	
		UNDP - MSA NGOs	2,202,104	157,143	2,442,813	166,487	0.2%	0.2%	0.2%	0.3%	
		UNDP - MSA Trust Funds			1,785	147	0.0%	0.0%	0.0%	0.0%	
		UNDP - Core	65,821,495	4,780,645	65,193,717	4,707,134	5.2%	6.7%	6.0%	7.6%	
		UNDP - Trustfund	124,302,354	7,994,299	113,573,762	7,661,324	9.8%	11.2%	10.4%	12.4%	
		UN WEBBUY	65,426,593	3,689,410	55,870,137	3,356,274	5.2%	5.2%	5.1%	5.4%	
		UNDG	16,386,436	1,026,579	32,365,466	1,973,577	1.3%	1.4%	3.0%	3.2%	
		UNICEF	4,162,127	253,702	13,953,596	853,030	0.3%	0.4%	1.3%	1.4%	
		UNEP	5,645,377	383,609	4,794,949	339,335	0.4%	0.5%	0.4%	0.5%	
		UNHCR	9,766,849	795,454	6,833,142	555,142	0.8%	1.1%	0.6%	0.9%	
		UNHSP	7,741,158	388,114	5,570,116	276,999	0.6%	0.5%	0.5%	0.4%	
		WFP	529,887	36,555	1,428,223	85,396	0.0%	0.1%	0.1%	0.1%	
		UNIFEM	772,684	44,434	760,649	44,246	0.1%	0.1%	0.1%	0.1%	
		UNFPA	1,112,501	79,386	432,856	25,899	0.1%	0.1%	0.0%	0.0%	
		UNCDF	-1,310	0	23,579	2,443	0.0%	0.0%	0.0%	0.0%	
		ITC			29,044	2,033	0.0%	0.0%	0.0%	0.0%	
		Other	2,743	-102			0.0%	0.0%	0.0%	0.0%	
		Research and Training	UNICRI	959,081	93,152	610,837	58,544	0.1%	0.1%	0.1%	0.1%
	UNIDIR		2,183,769	175,718	429,731	49,784	0.2%	0.2%	0.0%	0.1%	
	UNITAR				6,877	688	0.0%	0.0%	0.0%	0.0%	
	Other Entities	WSSCC	10,191,930	815,352	584,553	46,745	0.8%	1.1%	0.1%	0.1%	
		OHCHR	-41,741	703	5,067,974	398,078	0.0%	0.0%	0.5%	0.6%	
		UNAIDS	-171	11,980	129,042	9,929	0.0%	0.0%	0.0%	0.0%	
		Other	1,682,930	69,563	1,350,449	73,369	0.1%	0.1%	0.1%	0.1%	
	Other Related Bodies	IRENA	23,530	0							
	Governments	Donor Governments	GOVERNMENT OF USA	21,546,735	1,314,581	16,704,515	897,802	1.7%	1.8%	1.5%	1.4%
			Federal Foreign Office, Germany	1,285,368	83,593	1,335,171	87,769	0.1%	0.1%	0.1%	0.1%
			Government of United Kingdom (DFID)	7,816,227	573,172	1,214,498	88,087	0.6%	0.8%	0.1%	0.1%
GOVERNMENT OF ITALY			8,066,793	597,880	1,917,357	138,532	0.6%	0.8%	0.2%	0.2%	
GOVERNMENT OF BELGIUM			2,624,044	183,683	186,005	13,020	0.2%	0.3%	0.0%	0.0%	
GOVERNMENT OF SWEDEN			973,424	68,140			0.1%	0.1%	0.0%	0.0%	
GOVERNMENT OF SWITZERLAND			620,166	45,197			0.0%	0.1%	0.0%	0.0%	
Korea International Cooperation Agency			37,636	2,635			0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF NETHERLANDS					68,066	4,765	0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF KUWAIT			35,183	2,463			0.0%	0.0%	0.0%	0.0%	
Recipient Governments		GOVERNMENT OF ARGENTINA	133,211,385	4,162,603	33,073,713	1,325,197	10.5%	5.8%	3.0%	2.1%	
		GOVERNMENT OF INDIA	75,504,185	3,544,142	141,696,871	6,081,763	5.9%	5.0%	13.0%	9.8%	
		GOVERNMENT OF AFGHANISTAN	62,823,884	4,208,548	43,213,052	2,744,629	4.9%	5.9%	4.0%	4.4%	
		GOVERNMENT OF MYANMAR	30,610,812	457,590	28,905,155	779,880	2.4%	0.6%	2.7%	1.3%	
		PALESTINIAN NATIONAL AUTHORITY	20,397,036	1,341,792	23,508,442	1,430,626	1.6%	1.9%	2.2%	2.3%	
		GOVERNMENT OF SRI LANKA	23,559,095	1,237,283	22,232,008	1,083,071	1.9%	1.7%	2.0%	1.7%	
		GOVERNMENT OF SUDAN	19,387,862	1,080,873	13,631,879	700,605	1.5%	1.5%	1.2%	1.1%	
		GOVERNMENT OF DE. REP. OF CONGO (DRC)	13,127,790	820,279	6,019,216	512,016	1.0%	1.2%	0.6%	0.8%	
		GOVERNMENT OF NICARAGUA	-26,959	-1,078	3,355,222	134,209	0.0%	0.0%	0.3%	0.2%	
		GOVERNMENT OF LIBERIA	697,961	55,728	2,947,492	336,019	0.1%	0.1%	0.3%	0.5%	
		GOVERNMENT OF HAITI	2,294,451	160,612	2,812,626	112,505	0.2%	0.2%	0.3%	0.2%	
		GOVERNMENT OF COTE D'IVOIRE	674,878	32,063	2,205,083	108,896	0.1%	0.0%	0.2%	0.2%	
		GOVERNMENT OF IRAQ	4,941,219	252,929	640,397	5,325	0.4%	0.4%	0.1%	0.0%	
		Government of Kosovo	505,663	34,356			0.0%	0.0%	0.0%	0.0%	
		GOVERNMENT OF CAMBODIA	1,763,922	123,475	120,028	8,402	0.1%	0.2%	0.0%	0.0%	
		GOVERNMENT OF CHINA			21,911	2,191	0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF GUINEA-BISSAU	97,918	7,826			0.0%	0.0%	0.0%	0.0%			
GOVERNMENT OF MONGOLIA	48,935	50,000			0.0%	0.1%	0.0%	0.0%			

¹Refers to entities with whom UNOPS has a contractual relationship

Annex 2

Table 2: 2010 and 2009 implementation expenditures and revenues on behalf of partners¹

		2010		2009		2010		2009	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
	GOVERNMENT OF NIGERIA	322,224	0			0.0%	0.0%	0.0%	0.0%
International Financial Institutions	IFAD	3,486,860	260,014	2,480,355	195,680	0.3%	0.4%	0.2%	0.3%
	CFC	20,940	1,709	285,935	22,845	0.0%	0.0%	0.0%	0.0%
	WB	2,790,580	198,000	118,123	-18,905	0.2%	0.3%	0.0%	0.0%
	IADB	134,032	0			0.0%	0.0%	0.0%	0.0%
Inter- Governmental Organisations	European Commission	33,757,345	1,337,561	13,499,998	996,020	2.7%	1.9%	1.2%	1.6%
	Nile Basin Initiative (NBI)	3,882,351	472,103	12,602,196	925,104	0.3%	0.7%	1.2%	1.5%
	SADC	726,516	76,818	946,462	153,637	0.1%	0.1%	0.1%	0.2%
	AMISOM			16,190	1,133	0.0%	0.0%	0.0%	0.0%
	Other	533,744	12,648	1,545,967	13,165	0.0%	0.0%	0.1%	0.0%
NGOs	Red Cross	2,270,243	170,271			0.2%	0.2%	0.0%	0.0%
	GFATM	940,276	65,816			0.1%	0.1%	0.0%	0.0%
	UMCOR	99,495	11,982			0.0%	0.0%	0.0%	0.0%
	Other	117,066	12,017	-115,229	-9,548	0.0%	0.0%	0.0%	0.0%
Grand Total		1,270,412,420	71,239,431	1,090,656,000	61,947,294	100.0%	100.0%	100.0%	100.0%

1. Implementation Expenditure and Revenue reported for 2009 for the European Commission does not include services provided for the Afghanistan Elections Observers mission which was classified as a service.

2. Implementation Revenue for DPKO for 2009 and 2010 includes cost recovery for administration of the Mine Action portfolio.

¹Refers to entities with whom UNOPS has a contractual relationship

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Table 3: Partnerships under UNDP - MSA

		2010		2009		2010		2009	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Recipient Governments	GOVERNMENT OF PERU	187,679,389	7,441,186	195,747,922	7,828,794	68.7%	72.1%	76.4%	72.7%
	GOVERNMENT OF ARGENTINA	59,848,593	1,870,155	20,443,622	819,135	21.9%	18.1%	8.0%	7.6%
	GOVERNMENT OF GUATEMALA	13,236,436	551,843	7,261,905	366,432	4.8%	5.3%	2.8%	3.4%
	GOVERNMENT OF URUGUAY	2,529,219	61,864	4,360,212	100,148	0.9%	0.6%	1.7%	0.9%
	GOVERNMENT OF PANAMA			1,121,064	56,053	0.0%	0.0%	0.4%	0.5%
	GOVERNMENT OF PARAGUAY	1,112,167	50,070	1,227,152	55,222	0.4%	0.5%	0.5%	0.5%
	TUSCANY REGION	11,709	819	110,343	9,912	0.0%	0.0%	0.0%	0.1%
	GOVERNMENT OF COLOMBIA			-26,109	-1,307	0.0%	0.0%	0.0%	0.0%
	Other	3,090	201	-37,650	-3,736	0.0%	0.0%	0.0%	0.0%
Bilateral Donors	GOVERNMENT OF ITALY	2,328,774	160,032	4,972,983	462,752	0.9%	1.5%	1.9%	4.3%
	GOVERNMENT OF SPAIN	1,925,711	96,280	1,772,224	88,635	0.7%	0.9%	0.7%	0.8%
	GOVERNMENT OF JAPAN	1,284,620	53,441	4,928,405	489,879	0.5%	0.5%	1.9%	4.5%
	GTZ	223,561	10,124			0.1%	0.1%	0.0%	0.0%
	GOVERNMENT OF AUSTRIA	153,601	7,753	134,310	6,115	0.1%	0.1%	0.1%	0.1%
	Other	8,996	-47,234	-87,079	-14,991	0.0%	-0.5%	0.0%	-0.1%
Lending Institutions	Multiple funding sources	107,543	-79,112	122,512	3,760	0.0%	-0.8%	0.0%	0.0%
	INTER-AMERICAN DEVELOPMENT BAN	-1,858	-52	11,558,186	334,744	0.0%	0.0%	4.5%	3.1%
	WORLD BANK (INT'L. BANK FOR RE	86,851	-33,382	130,697	7,096	0.0%	-0.3%	0.1%	0.1%
	Other	352,045	25,490			0.1%	0.2%	0.0%	0.0%
NGOs	International NGOs	2,202,420	157,143	2,429,514	159,741	0.8%	1.5%	0.9%	1.5%
	Other	-316	0	13,299	6,746	0.0%	0.0%	0.0%	0.1%
Trust Funds			1,785	147	0.0%	0.0%	0.0%	0.0%	
Grand Total		273,092,551	10,326,620	256,185,296	10,775,277	100.0%	100.0%	100.0%	100.0%

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Table 4: Fund sources of top government partners

		2010		2009		2010		2009		
		IE	IR	IE	IR	IE %	IR %	IE %	IR %	
GOVERNMENT OF LIBERIA	GOVERNMENT OF JAPAN	697,864	55,728	2,685,710	214,857	0.2%	0.3%	0.8%	1.3%	
	GOVERNMENT OF LIBERIA	97	0	261,783	121,162	0.0%	0.0%	0.1%	0.7%	
GOVERNMENT OF ARGENTINA	GOVERNMENT OF ARGENTINA	133,211,385	4,162,603	32,941,418	1,319,897	30.8%	20.4%	9.5%	8.0%	
	WORLD BANK (INT'L. BANK FOR RE			132,295	5,301	0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF AFGHANISTAN	ASIAN DEVELOPMENT BANK	228,468	19,188	117,480	9,439	0.1%	0.1%	0.0%	0.1%	
	Australian Agency for Int'l De	162,275	12,014	133,429	8,348	0.0%	0.1%	0.0%	0.1%	
	CANADIAN INTERNATIONAL DEVELOP			66,575	3,347	0.0%	0.0%	0.0%	0.0%	
	GOVERNMENT OF ITALY	1,448,022	92,456	999,573	45,884	0.3%	0.5%	0.3%	0.3%	
	GOVERNMENT OF JAPAN	5,547,734	728,970	1,406,877	137,477	1.3%	3.6%	0.4%	0.8%	
	GOVERNMENT OF SWEDEN	2,291,003	158,715	4,157,279	258,695	0.5%	0.8%	1.2%	1.6%	
	GOVERNMENT OF UNITED STATES OF	6,888	462	311,255	21,463	0.0%	0.0%	0.1%	0.1%	
	USAID	9,198,748	1,308,012	5,846,587	777,359	2.1%	6.4%	1.7%	4.7%	
	WORLD BANK (INT'L. BANK FOR RE	43,940,747	1,888,731	30,178,536	1,482,619	10.1%	9.2%	8.7%	8.9%	
	Other			-4,541	0	0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF CAMBODIA	Australian Agency for Int'l De	660,338	46,224			0.2%	0.2%	0.0%	0.0%	
	EUROPEAN UNION	1,103,584	77,251			0.3%	0.4%	0.0%	0.0%	
	GOVERNMENT OF UNITED KINGDOM			120,028	8,402	0.0%	0.0%	0.0%	0.1%	
GOVERNMENT OF CHINA	GOVERNMENT OF CHINA			21,911	2,191	0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF DE. REP. OF CONGO (DRC)	AFRICAN DEVELOPMENT BANK	3,023,915	241,913	2,099,421	167,954	0.7%	1.2%	0.6%	1.0%	
	GOVERNMENT OF DEM REPUBLIC OF CONGO	333,740	26,699			0.1%	0.1%	0.0%	0.0%	
	GOVERNMENT OF SWEDEN	4,462,970	312,408	3,244,196	227,107	1.0%	1.5%	0.9%	1.4%	
	UN CENTRE FOR HUMAN SETTLEMENT	1	0			0.0%	0.0%	0.0%	0.0%	
	WORLD BANK (INT'L. BANK FOR RE	5,307,164	239,258	675,600	116,955	1.2%	1.2%	0.2%	0.7%	
GOVERNMENT OF COTE D'IVOIRE	WORLD BANK (INT'L. BANK FOR RE	674,878	32,063	2,205,083	108,896	0.2%	0.2%	0.6%	0.7%	
GOVERNMENT OF GUINEA-BISSAU	AFRICAN DEVELOPMENT BANK	97,918	7,826			0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF HAITI	GOVERNMENT OF HAITI			2,812,626	112,505	0.0%	0.0%	0.8%	0.7%	
	WORLD BANK (INT'L. BANK FOR RE	2,294,451	160,612			0.5%	0.8%	0.0%	0.0%	
GOVERNMENT OF INDIA	GLOBAL FUND TO FIGHT AIDS, TUB	10,852,760	529,895	51,511,492	2,197,433	2.5%	2.6%	14.9%	13.2%	
	GOVERNMENT OF INDIA	15,372,989	614,637	-153,403	-6,178	3.6%	3.0%	0.0%	0.0%	
	GOVERNMENT OF NORWAY	2,151,270	107,563	5,342,773	267,147	0.5%	0.5%	1.5%	1.6%	
	WORLD BANK BORROWER	47,127,165	2,292,048	84,996,009	3,623,360	10.9%	11.2%	24.6%	21.8%	
GOVERNMENT OF IRAQ	WORLD BANK (INT'L. BANK FOR RE	4,941,219	252,929	640,397	5,325	1.1%	1.2%	0.2%	0.0%	
Government of Kosovo	KOSOVO GOVERNMENT	505,663	34,356			0.1%	0.2%	0.0%	0.0%	
GOVERNMENT OF MONGOLIA	GOVERNMENT OF MONGOLIA	48,935	50,000			0.0%	0.2%	0.0%	0.0%	
GOVERNMENT OF MYANMAR	TF to health PONREPP Fund	2,349,583	32,147			0.5%	0.2%	0.0%	0.0%	
	TF to the 3 Diseases Fund to F	28,261,229	425,443	28,905,155	779,880	6.5%	2.1%	8.4%	4.7%	
GOVERNMENT OF NICARAGUA	GOVERNMENT OF NICARAGUA	-26,959	-1,078	3,355,222	134,209	0.0%	0.0%	1.0%	0.8%	
GOVERNMENT OF NIGERIA	WORLD BANK (INT'L. BANK FOR RE	322,224	0			0.1%	0.0%	0.0%	0.0%	
GOVERNMENT OF SRI LANKA	Australian Agency for Int'l De	745,900	52,213			0.2%	0.3%	0.0%	0.0%	
	EUROPEAN COMMISSION	15,995,152	839,872	15,587,827	737,011	3.7%	4.1%	4.5%	4.4%	
	EUROPEAN UNION			-93,340	0	0.0%	0.0%	0.0%	0.0%	
	GOVERNMENT OF AUSTRALIA	1,687,154	84,353	927,288	46,357	0.4%	0.4%	0.3%	0.3%	
	GOVERNMENT OF GREECE	45,900	2,157	2,101,801	105,220	0.0%	0.0%	0.6%	0.6%	
	GOVERNMENT OF SPAIN	3,823,108	191,154	2,906,638	145,181	0.9%	0.9%	0.8%	0.9%	
	GOVERNMENT OF SRI LANKA	58,732	4,111	0	169	0.0%	0.0%	0.0%	0.0%	
	INTERNATIONAL NON-GOVERNMENTAL	1,207,797	63,716	828,260	49,683	0.3%	0.3%	0.2%	0.3%	
	SAVE THE CHILDREN FUND	-4,648	-292	-17,919	-878	0.0%	0.0%	0.0%	0.0%	
	WORLD VISION			-8,546	328	0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF SUDAN	EUROPEAN COMMISSION	-424,076	-29,685	179,083	12,782	-0.1%	-0.1%	0.1%	0.1%	
	INTERNATIONAL DEVELOPMENT ASSO	13,828,856	691,465	12,692,965	634,621	3.2%	3.4%	3.7%	3.8%	
	WORLD BANK (INT'L. BANK FOR RE	5,983,082	419,093	759,831	53,202	1.4%	2.1%	0.2%	0.3%	
PALESTINIAN NATIONAL AUTHORITY	CANADIAN INTERNATIONAL DEVELOP	1,338,921	77,011	348,662	20,048	0.3%	0.4%	0.1%	0.1%	
	EUROPEAN COMMISSION	2,633,724	172,523	6,812,170	358,889	0.6%	0.8%	2.0%	2.2%	
	EUROPEAN UNION	15,000	900			0.0%	0.0%	0.0%	0.0%	
	GOVERNMENT OF BELGIUM	-8,778	-593	856,982	57,837	0.0%	0.0%	0.2%	0.3%	
	GOVERNMENT OF CANADA	3,009,751	206,524	1,617,038	104,024	0.7%	1.0%	0.5%	0.6%	
	GOVERNMENT OF CYPRUS	178,897	12,076			0.0%	0.1%	0.0%	0.0%	
	GOVERNMENT OF DENMARK	870,625	58,687	292,257	19,686	0.2%	0.3%	0.1%	0.1%	
	GOVERNMENT OF ESTONIA, REPUBLI	5,057	341	6,006	404	0.0%	0.0%	0.0%	0.0%	
	GOVERNMENT OF FINLAND	1,355,459	91,490	245,721	16,586	0.3%	0.4%	0.1%	0.1%	
	GOVERNMENT OF ITALY	327,564	21,497	1,451,539	98,013	0.1%	0.1%	0.4%	0.6%	
	GOVERNMENT OF NETHERLANDS	6,031,471	403,424	3,349,480	221,153	1.4%	2.0%	1.0%	1.3%	
	GOVERNMENT OF NORWAY	1,098,514	58,681	3,095,022	193,009	0.3%	0.3%	0.9%	1.2%	
	GOVERNMENT OF ROMANIA	122,119	8,243	7,289	492	0.0%	0.0%	0.0%	0.0%	
	GOVERNMENT OF SWEDEN	2,346,270	158,372	548,101	36,995	0.5%	0.8%	0.2%	0.2%	
	GOVERNMENT OF UNITED KINGDOM	761,831	53,410	2,281,749	148,074	0.2%	0.3%	0.7%	0.9%	
	GOVERNMENT OF UNITED STATES OF	309,382	18,533	2,565,753	154,496	0.1%	0.1%	0.7%	0.9%	
	PRIVATE SECTOR			30,676	920	0.0%	0.0%	0.0%	0.0%	
	WORLD BANK (INT'L. BANK FOR RE	1,227	673			0.0%	0.0%	0.0%	0.0%	
	Direct Assistance to Donor Governments	Federal Foreign Office, Germany	1,285,368	83,593	1,335,171	87,769	0.3%	0.4%	0.4%	0.5%
		GOVERNMENT OF BELGIUM	2,624,044	183,683	186,005	13,020	0.6%	0.9%	0.1%	0.1%
GOVERNMENT OF ITALY		8,066,793	597,880	1,917,357	138,532	1.9%	2.9%	0.6%	0.8%	
GOVERNMENT OF KUWAIT		35,183	2,463			0.0%	0.0%	0.0%	0.0%	
GOVERNMENT OF NETHERLANDS				68,066	4,765	0.0%	0.0%	0.0%	0.0%	

Annex 2

Table 4: Fund sources of top government partners

		2010		2009		2010		2009	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
	GOVERNMENT OF SWEDEN	973,424	68,140			0.2%	0.3%	0.0%	0.0%
	GOVERNMENT OF SWITZERLAND	620,166	45,197			0.1%	0.2%	0.0%	0.0%
	Government of United Kingdom (DFID)	7,816,227	573,172	1,214,498	88,087	1.8%	2.8%	0.4%	0.5%
	GOVERNMENT OF USA	21,546,735	1,314,581	16,704,515	897,802	5.0%	6.4%	4.8%	5.4%
	Korea International Cooperation Agency	37,636	2,635			0.0%	0.0%	0.0%	0.0%
Grand Total		432,947,836	20,440,362	345,808,707	16,595,310	100.0%	100.0%	100.0%	100.0%

Annex 2

Table 5: Partnerships with the World Bank

		2010		2009		2010		2009	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Partners	GOVERNMENT OF INDIA	47,127,165	2,292,048	84,996,009	3,623,360	32.3%	29.7%	52.0%	45.1%
	GOVERNMENT OF AFGHANISTAN	43,940,747	1,888,731	30,178,536	1,482,619	30.1%	24.5%	18.4%	18.5%
	GOVERNMENT OF SUDAN	19,811,939	1,110,558	13,452,796	687,823	13.6%	14.4%	8.2%	8.6%
	Nile Basin Initiative (NBI)	3,882,351	472,103	12,607,187	924,663	2.7%	6.1%	7.7%	11.5%
	UN Development Program	5,915,616	374,533	5,343,978	352,855	4.1%	4.9%	3.3%	4.4%
	GOVERNMENT OF IRAQ	4,941,219	252,929	640,397	5,325	3.4%	3.3%	0.4%	0.1%
	GOVERNMENT OF HAITI	2,294,451	160,612			1.6%	2.1%	0.0%	0.0%
	GOVERNMENT OF COTE D'IVOIRE	674,878	32,063	2,205,083	108,896	0.5%	0.4%	1.3%	1.4%
	International Non-Governmental Organizat	201,798	-330	1,504,690	9,914	0.1%	0.0%	0.9%	0.1%
	GOVERNMENT OF DE. REP. OF CONGO (DRC)	5,307,164	239,258	675,600	116,955	3.6%	3.1%	0.4%	1.5%
	SADC	726,516	76,818	946,462	153,637	0.5%	1.0%	0.6%	1.9%
	GOVERNMENT OF NIGERIA	322,224	0			0.2%	0.0%	0.0%	0.0%
	GOVERNMENT OF ARGENTINA			132,295	5,301	0.0%	0.0%	0.1%	0.1%
	PALESTINIAN NATIONAL AUTHORITY	1,227	673			0.0%	0.0%	0.0%	0.0%
	UN Population Fund	4,500	315			0.0%	0.0%	0.0%	0.0%
	UNDP - Bureau for Development Policy	0	-1			0.0%	0.0%	0.0%	0.0%
United Nations Office on Drugs and Crime			190	14	0.0%	0.0%	0.0%	0.0%	
Direct Assistance	International Bank of Reconst & Devt	2,790,580	198,000	118,123	-18,905	1.9%	2.6%	0.1%	-0.2%
Procurement	UNOPS Transactional Procurement Unit	8,058,737	613,676	10,788,503	575,040	5.5%	8.0%	6.6%	7.2%
	Grand Total	146,001,110	7,711,986	163,589,848	8,027,497	100.0%	100.0%	100.0%	100.0%

Annex 2

Table 6: Partnerships with the African Development Bank

		2010		2009		2010		2009	
		IE	IR	IE	IR	IE %	IR %	IE %	IR %
Partners	GOVERNMENT OF DE. REP. OF CONGO (DRC)	3,023,915	241,913	2,099,421	167,954	66.5%	80.2%	70.4%	74.1%
	GOVERNMENT OF GUINEA-BISSAU	97,918	7,826			2.2%	2.6%	0.0%	0.0%
	UN Environmental Programme			42,184	4,218	0.0%	0.0%	1.4%	1.9%
Procurement	UNOPS Transactional Procurement Unit	1,428,256	52,055	842,355	54,465	31.4%	17.2%	28.2%	24.0%
Grand Total		4,550,089	301,794	2,983,960	226,637	100.0%	100.0%	100.0%	100.0%

2010 and 2009 implementation expenditures and revenues by OECD-DAC CRS purpose codes¹

DAC5 CODE	DAC5 DESCRIPTION	CRS CODE	CRS DESCRIPTION	2010		2009	
				IE	IR	IE	IR
111	Education, level unspecified	11110	Education policy and administrative management	64,203,177	2,428,377		
		11120	Education facilities and training	106,831,589	3,651,672	4,708,371	232,806
		11130	Teacher training	386,930	22,387	789,910	58,044
	Education, level unspecified Total			171,421,696	6,102,436	5,498,281	290,850
112	Basic education	11220	Primary education			13,703,485	423,414
			Basic education Total			13,703,485	423,414
113	Secondary education	11320	Secondary education			14,379,466	539,230
			Secondary education Total			14,379,466	539,230
114	Post-secondary education	11420	Higher education			10,512	526
		11430	Advanced technical and managerial training	6,085,659	448,142	272,925	21,834
			Post-secondary education Total	6,085,659	448,142	283,437	22,360
121	Health, general	12110	Health policy and administrative management	814,212	57,444	2,089,456	74,536
		12191	Medical services	66,552,069	2,597,134	149,714,471	6,179,375
			Health, general Total	67,366,280	2,654,578	151,803,927	6,253,911
122	Basic health	12220	Basic health care	13,359,488	591,634	47,006,351	1,954,313
		12230	Basic health infrastructure	52,163,546	2,154,508	43,448,821	1,807,386
		12250	Infectious disease control	32,702,810	5,016,657		
		12261	Health education	4,184,143	159,156	2,140,728	113,773
		12262	Malaria control	6,278,861	183,258	19,047,878	726,449
		12263	Tuberculosis control	5,004,627	83,055	12,270,225	437,323
		12281	Health personnel development	0	0	2,630,181	133,772
			Basic health Total	113,693,476	8,188,269	126,544,184	5,173,015
130	POPULATION POLICIES/PROGRAMMES AND REPRODUCTIVE HEALTH	13010	Population policy and administrative management			726,223	50,920
		13020	Reproductive health care			770,646	38,539
		13030	Family planning			3,179,708	85,787
		13040	STD control including HIV/AIDS	57,300,952	2,339,030	42,379,501	1,683,574
	POPULATION POLICIES/PROGRAMMES AND REPRODUCTIVE HEALTH Total			57,300,952	2,339,030	47,056,077	1,858,820
140	WATER AND SANITATION	14010	Water sector policy and administrative management	14,780,459	1,046,875		
		14015	Water resources conservation (including data collection)			461,873	36,950
		14020	Water supply and sanitation - large systems	3,620,090	154,506	4,663,081	270,954
		14021	Water supply - large systems	3,582,740	155,498		
		14030	Basic drinking water supply and basic sanitation			-44,186	-2,876
		14031	Basic drinking water supply	865,305	68,675		
		14032	Basic sanitation	3,541,236	282,213		
		14040	River basins' development	2,850,009	0		
	WATER AND SANITATION Total	33,084,136	1,942,842	8,523,826	428,587		
151	Government and civil society, general	15110	Public sector policy and administrative management	71,246,051	3,630,914	1,839,789	92,858
		15120	Anti-corruption organisations and institutions			-2,825	-292
		15130	Legal and judicial development	87,690,427	5,132,589	27,090,272	1,772,424
		15140	Government administration			77,388,293	4,807,900
		15150	Democratic participation and civil society	60,464,354	3,712,566	9,537,066	716,769
		15151	Elections	12,540,352	876,305	295,172	18,448
		15152	Legislatures and political parties			5,265,708	414,765
		15160	Human rights	1,184,495	81,116		
		15164	Women's equality organisations and institutions			427,505	42,186
		15170	Women's equality organisations and institutions	764,194	44,873		
	Government and civil society, general Total	233,889,871	13,478,363	121,840,980	7,865,058		
152	Conflict prevention and resolution, peace and security	15210	Security system management and reform	4,015,129	208,444	46,530,965	2,153,418
		15220	Civilian peace-building, conflict prevention and resolution	28,516,437	1,839,545		
		15230	Participation in international peacekeeping operations	143,679,285	9,885,911	208,289,540	15,834,719
	Conflict prevention and resolution, peace and security Total	176,210,851	11,933,899	254,820,506	17,988,137		
160	OTHER SOCIAL INFRASTRUCTURE AND SERVICES	16010	Social/ welfare services			60,808	3,801
		16020	Employment policy and administrative management	2,729,999	188,556	19,655,043	1,087,215
		16040	Low-cost housing			425,809	29,544
		16061	Culture and recreation	7,067,135	377,823	4,172,840	223,059
			OTHER SOCIAL INFRASTRUCTURE AND SERVICES Total	9,797,134	566,379	24,314,499	1,343,619
210	TRANSPORT AND STORAGE	21010	Transport policy and administrative management			3,092,382	146,907
		21020	Road transport	99,116,007	4,779,854	77,417,495	3,814,818
		21030	Rail transport			748,817	77,038
		21040	Water transport	2,555,591	177,835	2,362,404	123,472
		21050	Air transport	517,838	36,258	81,537	7,203
			TRANSPORT AND STORAGE Total	102,189,436	4,993,947	83,702,635	4,169,439
220	COMMUNICATION	22020	Telecommunications	6,404,097	255,350	1,360,695	86,276
		22030	Radio/television/print media	7,456,758	440,292	2,669,994	231,628
		22040	Information and communication technology (ICT)	10,826,854	819,512	3,131,905	136,500
			COMMUNICATION Total	24,687,709	1,515,154	7,162,594	454,404
230	ENERGY GENERATION AND SUPPLY	23020	Power generation/non-renewable sources	60,158	0		
		23040	Electrical transmission/ distribution	285,778	10,045	426,776	37,591
		23061	Oil-fired power plants			261,614	16,796
		23067	Solar energy	83,185	5,819		
			ENERGY GENERATION AND SUPPLY Total	429,121	15,863	688,390	54,387
240	BANKING AND FINANCIAL SERVICES	24010	Financial policy and administrative management			66,586	3,666
		24040	Informal/semi-formal financial intermediaries	38,795,491	1,433,214		
	BANKING AND FINANCIAL SERVICES Total			38,795,491	1,433,214	66,586	3,666
250	BUSINESS AND OTHER SERVICES	25010	Business support services and institutions	703,799	56,120	6,354,816	388,448

¹Project outputs were re-mapped to CRS codes in 2010 to better reflect UNOPS operations. This may affect compatibility with 2009 figures.

ANNEX 3

2010 and 2009 implementation expenditures and revenues by OECD-DAC CRS purpose codes¹

DAC5 CODE	DAC5 DESCRIPTION	CRS CODE	CRS DESCRIPTION	2010		2009	
				IE	IR	IE	IR
		25020	Privatisation	507,181	31,445		
	BUSINESS AND OTHER SERVICES Total			1,210,980	87,564	6,354,816	388,448
311	AGRICULTURE						
		31120	Agricultural development	820,355	71,155	4,865,087	256,310
		31130	Agricultural land resources			-2,305	0
		31140	Agricultural water resources			2,079,764	145,565
		31150	Agricultural inputs	1,975,856	123,971	-5,385	-215
		31163	Livestock			25,173	2,517
		31164	Agrarian reform	0	0		
		31181	Agricultural education/training	1,377,844	118,581	435,616	31,530
		31193	Agricultural financial services			64,536	5,163
	AGRICULTURE Total			4,174,054	313,706	7,462,485	440,870
312	FORESTRY	31220	Forestry development	73,337	3,333	200,388	15,434
	FORESTRY Total			73,337	3,333	200,388	15,434
321	INDUSTRY						
		32110	Industrial policy and administrative management	1,598,124	111,649		
		32130	Small and medium-sized enterprises (SME) development			2,089,262	89,390
	INDUSTRY Total			1,598,124	111,649	2,089,262	89,390
323	CONSTRUCTION	32310	Construction policy and administrative management	6,976,301	452,357		
	CONSTRUCTION Total			6,976,301	452,357		
331	TRADE POLICY AND REGULATIONS AND TRADE-RELATED ADJUSTMENT						
		33120	Trade facilitation	1,236,880	49,475		
		33140	Multilateral trade negotiations	3,147,399	57,646	264,074	18,483
	TRADE POLICY AND REGULATIONS AND TRADE-RELATED ADJUSTMENT Total			4,384,279	107,121	264,074	18,483
350	TOURISM	35010	Tourism policy and administrative management	270,008	16,873		
	TOURISM Total			270,008	16,873		
410	MULTISECTOR/CROSS-CUTTING						
		41010	Environmental policy and administrative management	18,763,028	1,391,072	13,371,544	959,569
		41020	Biosphere protection			20,290,873	1,408,986
		41030	Bio-diversity	229,868	17,697	7,352,528	538,399
		41040	Site preservation			537,967	21,514
		41050	Flood prevention/control			159,032	11,207
		41081	Environmental education/ training	3,435,930	256,861	60,435,414	3,733,912
		41082	Environmental research	1,911,428	155,203	3,994,885	297,318
	MULTISECTOR/CROSS-CUTTING Total			24,340,254	1,820,833	106,142,243	6,970,905
430	Other multiseCTOR						
		43010	MultiseCTOR aid	4,110,521	244,406		
		43030	Urban development and management	10,021,444	373,500	90,074	5,516
		43040	Rural development	226,256	10,939	4,130,649	230,149
		43050	Non-agricultural alternative development	790,377	52,452		
		43082	Research/scientific institutions	9,894,830	680,580		
	Other multiseCTOR Total			25,043,428	1,361,876	4,220,723	235,665
720	Emergency Response						
		72010	Material relief assistance and services	3,988,316	295,653	62,089,115	3,820,477
		72050	Relief co-ordination; protection and support services	73,778,717	4,375,710	9,774,792	602,718
	Emergency Response Total			77,767,034	4,671,363	71,863,907	4,423,195
730	Reconstruction relief and rehabilitation	73010	Reconstruction relief and rehabilitation	47,410,998	2,998,462	22,344,532	1,453,283
	Reconstruction relief and rehabilitation Total			47,410,998	2,998,462	22,344,532	1,453,283
740	Disaster prevention and preparedness	74010	Disaster prevention and preparedness	827,007	52,705	7,064,528	553,039
	Disaster prevention and preparedness Total			827,007	52,705	7,064,528	553,039
998	UNALLOCATED/ UNSPECIFIED						
		99810	Sectors not specified	38,977,937	3,200,867		
			Projects at start-up or close-down stages	2,406,866	428,603	2,260,168	489,686
	UNALLOCATED/ UNSPECIFIED Total			41,384,804	3,629,470	2,260,168	489,686
Grand Total				1,270,412,420	71,239,431	1,090,656,000	61,947,294

¹Project outputs were re-mapped to CRS codes in 2010 to better reflect UNOPS operations. This may affect compatibility with 2009 figures.

Results-based reporting

In 2007 the UNOPS annual report moved away from solely focussing 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 outputs 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.

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 2010. Project managers chose specific outputs (e.g. *schools constructed*) from a list of around 300, or requested new ones as necessary. They assigned each one a percentage of their annual budget, to reflect the amount of money spent on this output in 2010.

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 the ERP system Atlas, which combined with percentage figures given by project managers allowed for an estimation of the value of work completed in different regions, goals and implementation support practices (ISPs).

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 section of their budget (as with the outputs above). They were asked a series of questions about their 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

Goals:

1. All projects that helped people prepare for, limit or recover from natural disasters are in Goal 2.
2. All remaining projects where the main focus was the environment were placed in Goal 4.
3. All remaining projects implemented where a UN mission is operating were placed in Goal 1. Any other projects with a clear peacebuilding goal were also placed in Goal 1. This was done manually.
4. All remaining projects were placed in Goal 3.

Implementation Support Practices:

- All outputs were mapped to one or more ISPs after a consultation process with the ISP leads.
- Any outputs that were not clear enough (e.g. *people trained*) to be mapped to an ISP were mapped manually, for example, 100 doctors trained was placed in health.