

Annex 5

UNOPS management results and reporting framework for 2014-2015

To ensure that key performance indicators on management results are continuously improved and remain relevant for business operations, UNOPS has committed to consulting with the Executive Board on its future indicators in the context of the biennial results-based budget estimates. UNOPS has also committed to reporting on the results in its annual reports.

5.1 Management results

The table below provides an account of results against the performance indicators which were established through the UNOPS Budget Estimates for the biennium 2014-2015 (DP/OPS/2013/6). The corporate performance indicators are organized by the four perspectives of UNOPS balanced scorecard: Partner, business process, people and finance. Each perspective is in turn operationalized through three distinct performance drivers.

A. Partner perspective – recognized value

Deliver world-class products and services adding sustained value

Key Performance Indicator	2015 Results
A.1. Overall partner satisfaction	<p>In 2015, UNOPS solicited partner feedback from more than 400 high-level respondents with regards to their operational needs and priorities as well as their perception of UNOPS performance. Results from the survey reflected high level of overall satisfaction with UNOPS at 82 per cent, above the target of 80 per cent and higher compared to the level measured in 2014, at 77 per cent.</p>
A.2. Share of UNOPS delivery within its areas of focus	<p>UNOPS focus areas are mutually reinforcing and interdependent. As an example, both procurement and project management provide vital inputs into infrastructure projects. Measured at the project output level, UNOPS delivery in 2015 is reflected as:</p> <ul style="list-style-type: none">- project management and support services: 43 per cent (down from 55 per cent in 2014)- infrastructure: 23 per cent (down from 29 per cent in 2014)- stand-alone procurement: 35 per cent (up from 16 per cent in 2014) <p>The 2015 reduction in share of delivery from project management and support services and correlating increase in stand-alone procurement, is a reflection of UNOPS refined reporting system for capturing project outputs.</p>
A.3. Increase in advisory services projects, directly or indirectly, to national and local governments	<p>Information from UNOPS corporate systems reflect that approximately USD 38 million of UNOPS engagement additions in 2015 were related to advisory services. This was an increase of around 58 per cent compared to USD 24 million in 2014, which in turn represented an increase of around 120 per cent compared to 11 million in 2012.</p>

<p>A.4. Share of implementation services projects that include national capacity-building components, agreed on with partners, including employing personnel locally, in combination with defined on-the-job learning elements, and formal trainings and certifications</p>	<p>Around 55 per cent of all projects supported by UNOPS in 2015 reported that they had included one or more activities that contributed to developing national capacity during the course of the project. This was five per cent lower compared to 2014. For implementation services projects, the reported percentage was 60, below the target of 65 per cent and the 2014 result, at 72 per cent.</p>
<p>A.5. Share of UNOPS new infrastructure projects that include elements of resilience consideration</p>	<p>In 2015, 56 per cent of all infrastructure projects that UNOPS supported reported on including one or more activities during the course of the project that contributed to social sustainability. This was lower compared to the 81 per cent reported in 2014. For infrastructure projects which started after 2011, approximately 28 per cent reported that the design of the output included elements of resilience consideration. UNOPS ambition is that all new infrastructure projects will include elements of resilience consideration.</p>
<p>A.6. Share of UNOPS projects on track for cost and schedule</p>	<p>As part of the engagement assurance process, UNOPS project managers are asked to assess the performance of their respective projects in terms of delivering at the agreed cost and within the agreed time. In 2015, it was assessed that 76 per cent of the UNOPS global portfolio was on track for schedule and, 82 per cent was on track for cost, which compares to an aggregate target of 80 per cent for being on track for cost and schedule. The assessed percentages for share of global portfolio on track for schedule and cost were similar to those assessed in 2014, at 77 per cent and 88 per cent respectively.</p>

Build sustainable partnerships

<p>Key Performance Indicator</p>	<p>2015 Results</p>
<p>A.7. Substantive UNOPS contributions to relevant UNDAFs</p>	<p>In their 2014 internal target agreements, UNOPS regional directors committed to making substantial contributions to relevant UNDAFs in their respective regions and reporting back to UNOPS headquarters on those contributions. In 2014, 39 UNDAFs were deemed relevant and it was assessed that substantive contributions had been made to 33 of these. The 2015 partner survey reflected that 78 per cent of respondents indicate satisfaction with UNOPS ability to “collaborate with and contribute to the UN system and wider development community”. This was a significant increase compared to 69 per cent in 2014.</p>
<p>A.8. Increase in share of UNOPS projects in direct partnership with national and local governments</p>	<p>Delivery in partnership with national and local governments, direct or through management services agreements (including with UNDP), accounted for 22 per cent of delivery in 2015, which was 6 per cent lower compared to 2014. Delivery in direct partnership only, i.e. excluding management services agreements, accounted for 17 per cent of UNOPS delivery. This was 2 per cent higher compared to 2014.</p>
<p>A.9. Increase in engagement addition from identified key partners</p>	<p>In 2015, UNOPS improved its key partner management framework using a revised key partners list that better reflects the diversity of the partners it engages with and supports. Using this improved list, 2015 engagement addition from key partners amounted to \$957 million, a seven per cent increase compared to \$892 million in 2014.</p>

<p>A.10. Increase in UNOPS share of United Nations procurement of construction and common user items, while maintaining UNOPS share of United Nations procurement for health items</p>	<p>With regard to procurement within distinct categories, the names and composition of procurement categories may change somewhat from year to year. Consequently, UNOPS share of United Nations procurement in the category of construction, engineering, and other technical services was 19 per cent in 2012.</p> <p>In 2014, UNOPS share of United Nations procurement in the category building and facility construction and maintenance services, including office maintenance, was 10 per cent, compared to 17 per cent in 2013. In the category motor vehicles and parts, accessories and components, including transport equipment, UNOPS procurement reached 42 per cent on United Nations total in 2012. In 2014, UNOPS share of United Nations procurement in the category of motor vehicles, parts and other transportation equipment was 16 per cent, compared to 28 per cent in 2013.</p>
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Communicate effectively and transparently

Key Performance Indicator	2015 Results
<p>A.11. Average number of monthly visits to UNOPS public website</p>	<p>The average number of monthly visits to UNOPS public website in 2015 was approximately 79,000, up compared to 75,000 in 2014.</p>
<p>A.12. Introduction of sustainability results information, categorized by country, partner or UNOPS delivery practice, on UNOPS public website starting in 2014</p>	<p>Consolidated sustainability data is part of the UNOPS annual brochure, which is promoted and distributed from the website. Content and availability of the sustainability results information will gradually be improved.</p>
<p>A.13. UNOPS compliance with IATI standards</p>	<p>UNOPS continues to be in 100 per cent compliance with IATI data transparency standards. Information and data sets are freely available on data.unops.org.</p>

B. Business process perspective – process excellence

Manage and benchmark processes

Key Performance Indicator	2015 Results
<p>B.1. Share of entities assessed that are successful in maintaining ‘ISO-9001’ quality management system</p>	<p>In 2015, all UNOPS entities assessed, successfully maintained 100 per cent compliance to ‘ISO-9001’ quality management system meeting the target of full compliance.</p>
<p>B.2. Implementation of new process management framework based on externally recognized standards, such as those of the APQC</p>	<p>UNOPS process management framework, supported by its new Process and Quality Management System, has been used to define and support the insourcing of the key payroll, benefits and entitlements processes within the new ERP system as these were processes that UNOPS had not managed before.</p>
<p>B.3. Implementation rate of accumulated internal audit recommendations</p>	<p>Indicating high levels of commitment from senior management to resolve issues the overall implementation rate of accumulated internal audit recommendations in 2015 was 96 per cent, compared to 2014 level 97 per cent and exceeding the 2015 target of 90 per cent.</p>

Improve process efficiency and effectiveness

Key Performance Indicator	2015 Results
B.4. Engagement assurance completion rate	In the fourth quarter of 2015, the completion rate of engagement assurance was 100 per cent, which is improved compared to the 93 per cent baseline set in 2014.
B.5. Timely operational closure of projects	The share of projects which were operationally closed within 6 months increased from 77 per cent in 2014 to 86 per cent in 2015, exceeding the 80 per cent target for timely operational closure.
B.6. Average duration of procurement through formal solicitation (number of days)	The average duration of the formal solicitation process in UNOPS was 71 days ¹ in 2015, down compared to 80 days in 2014, and below the target of 80 days.
B.7. Average duration of staff recruitment (number of days)	In 2015, the average duration of staff recruitment, as concluded by the evaluation completion was 71 days, 16 days lower compared to 2014 and below the target of 80 days on average for 2015.
B.8. Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	In 2015, UNOPS Internal Audit and Investigation Group implemented 100 per cent of its risk-based internal audit plan, on par with the implementation level in 2014.
B.9. Evaluated offices compliant with minimum operation security standards	In 2015, the average percentage of minimum operating security standards (MOSS) compliance in evaluated UNOPS offices was 96 per cent, 4 per cent higher than in 2014 and above the target of 85 per cent.

Innovate

Key Performance Indicator	2015 Results
B.10. Carbon neutrality achieved	Meeting its target, UNOPS achieved 100 per cent carbon neutrality in 2015.
B.11. Share of projects screened and approved using minimum sustainability standards, including gender markers	In the context of the year-end for 2015, UNOPS project managers assessed and reported on contributions to sustainability and national capacity for more than 1,000 projects. The overall completion rate for this assessment and reporting exercise was 100 per cent, one per cent higher compared to 2014 and achieving the target of full completion.
B.12. Share of relevant UNOPS vendors screened for adopted sustainability criteria	In accordance with the United Nations Global Marketplace's (UNGM) vendor registration requirements, all new vendors wishing to supply to UNOPS and the UN, are required to accept and adhere to the conditions laid out in the UN Supplier Code of Conduct, which include social and environmental sustainability criteria. In addition to adhering to the Supplier Code of Conduct, vendors are also

¹ As part of transitioning to the new ERP system, which went live on 1 January 2016, corporate systems and tools which were used during 2015 have been phased out and/or temporarily frozen. The presented result therefore covers data for the 2015 period until 28 December. Any submissions received after this date, are not included.

	encouraged to embrace the principles of the United Nations Global Compact (UNGC). A recent review of UNOPS Global and Local LTAs concluded that 56 per cent of these vendors are active UNGC members.
B.13. Share of entities assessed that are successful in maintaining 'ISO-14001' environmental management	In 2015, all UNOPS entities assessed successfully maintained 100 per cent compliance to 'ISO-14001' environmental management meeting the target of full compliance.
B.14. Increase in the number of balanced scorecard performance perspectives linked to the UNOPS rewards and sanctions framework	In continuation of the practice established in 2013, the 2014 merit rewards were based on calculations which included performance indicators from all four perspectives (Finance, Partners, Business Process and People) of UNOPS balanced scorecard.

C. People perspective – people excellence

Business partnering

Key Performance Indicator	2015 Results
C.1. Share of relevant practitioners externally certified ²	In 2015, the total number of personnel who participated in external certification programs was 1,038, an increase of 39 per cent compared to 748 in 2014. 804, or 77 per cent, of all personnel who attended external certification courses in 2015 were certified, one per cent higher compared to 2014 and above the target of 70 per cent.
C.2. Share of relevant practitioners internally certified ³	In 2015, the total number of personnel who participated in internal certification programs was 272, an increase of around 40 per cent compared to 194 in 2014. All of the personnel who attended internal certification courses in 2015 were certified, 40 per cent higher compared to 2014 and above the target of 50 per cent.

Recruit, develop and recognize talent

Key Performance Indicator	2015 Results
C.3. Overall personnel satisfaction	In 2015 UNOPS embarked on a journey to transform its use of survey data to better drive organisational performance, innovation and alignment of teams. No survey was conducted in 2015 and the new 'UNOPS People Survey' was launched in January 2016. The refined methodology measures the engagement of our people and the important factors which affect their work outcomes. Advanced analysis will allow UNOPS to implement targeted and positive workplace changes to drive retention, commitment and loyalty. Early analysis of the results of the new approach suggest that the engagement of UNOPS personnel is very strong and compares well to external benchmarks.
C.4. Personnel performance	The 2015 performance appraisal completion rate was 95 per cent for staff and

² The external certifications are ACCA, CIPS, Harvard Business School Publishing and PRINCE2.

³ The internal certification is in Project Management.

appraisal completion rate ⁴	89 per cent for personnel holding an individual contractor agreement (ICA) in the specialist category. The overall completion rate for personnel in these two categories was 90 percent, 4 per cent higher compared to 2014, meeting the target of 90 per cent.
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Embrace United Nations values

Key Performance Indicator	2015 Results
C.5. Share of females amongst UNOPS supervised personnel (staff and ICAs)	Women made up 34 per cent UNOPS supervised personnel in 2015, an increase of 2 per cent compared to 2014, close to the target of 35 per cent.
C.6. Share of females amongst UNOPS supervised international personnel (international professional staff categories and international ICAs)	Women made up 34 per cent of UNOPS supervised international personnel in 2015, a 1 per cent increase compared to 2014 and close to the target of 35 per cent.
C.7 Completion rate of mandatory United Nations learning, including UNOPS induction and security	In 2015, completion rates of mandatory courses were: - UNOPS Induction: 70 per cent, down by 11 per cent compared to 2014 - Basic Security in the Field: 78 per cent, up by 12 per cent compared to 2014 - The new course, I know gender had a completion rate of 45 per cent

D. Finance perspective – financial stewardship

Ensure financial control and efficiency

Key Performance Indicator	2015 Results
D.1. Achievement of net revenue target approved by the Executive Board ⁵	UNOPS achieved the annual net revenue target for 2014 and 2015 and thus the net revenue target for the biennium 2014-2015.
D.2. Rate of implementation of prior year United Nations Board of Auditors recommendations	As of July 2015, there were 43 outstanding external audit recommendations, 21 of which were issued during the year. By the end of the year, UNOPS had closed 16 of the outstanding recommendations. Of the 43 outstanding recommendations, UNOPS closed 80 per cent of the recommendations with target closing date for 2015. 4 recommendations with target dates beyond 2015 have been implemented during the year before the pertaining final dates.
D.3. Share of required personnel filing of financial disclosure	In 2015, 100 per cent of relevant personnel filed their financial disclosures, on par with 2014 meeting the target of 100 per cent.

Cost recovery and fair distribution

⁴ As per UNOPS internal policy (AI/PCPG/2014/05), the online completion of Performance Assessment is only mandatory for international and local individual contractors in the specialist category for whom UNOPS is responsible for the performance evaluation and who has worked for the organisation of 6 months or more.

⁵ Calculated by UNOPS and may be subject to change. The figures have yet to be verified and audited by the United Nations Board of Auditors.

Key Performance Indicator	2015 Results
D.4. Share of projects that cover their estimated indirect costs (new pricing) ⁶	In 2015, the signed cumulative value of all engagement agreements covered the cumulative value of all estimated indirect cost on par with the level in 2014. On the level of individual agreements signed, 86 per cent covered their estimated indirect cost, a 4 per cent increase compared to 2014.

Invest in innovation

Key Performance Indicator	2015 Results
D.5. Share of surplus reinvested in sustainability initiatives	In 2015, UNOPS reinvested approximately \$5 million in sustainability initiatives, accounting for approximately 50% of its 2014 surplus.

⁶ Measure based on UNOPS pricing policy, effective as of July 2013, and calculated as actual fees divided by estimated indirect costs for finalized new engagements.

5.2 Results framework including the Quadrennial Comprehensive Policy Review indicators

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

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

Notwithstanding its status as an “other entity” in the United Nations system, i.e. not a Fund or Programme, UNOPS is for the duration of the QCPR committed to provide, in its annual report to the Executive Board, information on relevant indicators assigned for annual reporting by Funds and Programmes and/or Agency. The below table provides an updated overview of results against said indicators, which were provided in Annex 5 to the 2013 Annual Report of the Executive Director (DP/OPS/2014/2 - Annex 5 - UNOPS management results for 2010-2013 and reporting framework for 2014-2015).

5.3 Results against Quadrennial Comprehensive Policy Review indicators

Indicator #	Indicator in A/69/63 – E/2014/10 and/or common QCPR indicators of Funds and Programmes	Results
6 (OP 24, 37)	Total funding received from non-State partners	During 2015, UNOPS delivered \$1.4 billion in project services on behalf of its partners. 22.1 per cent of the delivery was made on behalf of governments. The remainder can be broken down as: Multilateral institutions 7.5 per cent, Trust funds 13.3 per cent, United Nations 49 per cent, International Financial Institutions 3.4 per cent, Inter-Governmental Organizations 3.8 per cent, Non-Governmental Organizations 0.6 per cent, Foundations 0.2 per cent and Other 0.1 per cent.
7 (OP 24, 37)	Percentage share of total funding for United Nations operational activities for development coming from non-State partners	
7 (OP 24, 37)	Common indicator: Size and trend in funding from government and other non-government partners (including international financial institutions, regional development banks, civil society, private sector)	During 2014, UNOPS delivered \$1.2 billion in project services on behalf of its partners. 27.4 per cent of the delivery was made on behalf of governments. The remainder can be broken down as: Multilateral institutions 5.4 per cent, Trust funds 8.0 per cent, United Nations 53 per cent, International Financial Institutions 1.6 per cent, Inter-Governmental Organizations 3.7 per cent, Non-Governmental Organizations 0.6 per cent, Foundations 0.1 per cent and Other 0.1 per cent.
12 (OP 35)	Number of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden donor base	As a fully self-financing entity, UNOPS engages with both current and potential partners to ensure it remains fit for purpose to implement project management, infrastructure and procurement projects on their behalf. The below are examples of how UNOPS works to broaden its partner base. When presenting its Budget Estimates 2014-2015 (DP/OPS/2013/6), UNOPS informed the UNDP/UNFPA/UNOPS Executive Board that “[the organization] will build on its experiences with South-South cooperation and partnerships with the private sector, and will focus on improving approaches for the transfer of knowledge

		<p>and capacity, including through public-private partnerships. UNOPS anticipates building further relationships with bilateral donor governments, regional organizations, international financial institutions, foundations and non-governmental organizations. Engagement with these partners will take place centrally as well as in-country, depending on how the partner is organized. UNOPS will invest in building and implementing a key partner management approach to ensure coordination at all levels within UNOPS. In addition, UNOPS will invest in building the competencies of senior managers and personnel in uncovering and addressing partners' needs and priorities.”</p> <p>As encouraged by the Executive Board in the decisions adopted at its annual session 2015 (DP/2015/25), UNOPS will further explore the potential of facilitating partnerships with likeminded actors including from the private sector, placing firm emphasis on social impact investments in the UNOPS mandated areas such as infrastructure development and project management, and with full respect of national ownership. In 2015, UNOPS solicited partner feedback from more than 400 high-level respondents, about their operational needs and perceptions of UNOPS. The results indicate that overall satisfaction among partners is high, at 82 per cent, 5 per cent higher compared to the 2014 survey results.</p>
<p>13 (OP 39)</p>	<p>Number of United Nations funds and programmes that defined common principles for the concept of critical mass of core resources by 2014</p>	<p>Being a fully self-financing service provider in the United Nations, UNOPS business model is cost-recovery based and does not rely on core resources.</p>
<p>17 (OP 46)</p>	<p>Number of governing bodies of United Nations entities that held structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle</p>	<p>In July 2014, UNOPS hosted a meeting of United Nations Member States in its Executive Board in response to paragraph 46 in the QCPR on funding for development results. UNOPS presentation addressed three main topics: 1) Advancing transparency; 2) Broadening funding base and partnerships and 3) Cost recovery for development effectiveness. The presentation was well received by United Nations Members States and UNOPS was encouraged to continue contributing to the dialogue.</p> <p>In 2015 UNOPS continued the dialogue with the members of the Executive Board in light of the Addis Ababa Action Agenda. UNOPS aspirations in this regard were shared with the Executive Board in its Budget Estimates proposal for 2016-2017 (DP/OPS/2015/5). The Addis Ababa outcome document also recognized that to help bridging the infrastructure gap in emerging and developing countries public and private investments will be key. Subsequently the Executive Board mandated UNOPS in 2015 to “further explore the potential of facilitating partnerships with likeminded actors including from the private sector, placing firm emphasis on social impact investments in the UNOPS mandated areas such as infrastructure development and project management” (DP/2015/25). Also considering UNOPS core mandate in infrastructure UNOPS is now working to develop vehicles that allow private investors and project developers to come together and advance financing for infrastructure development projects beyond our traditional modus operandi.</p>

<p>18b (OP 10, 11, 13, 19, 30)</p>	<p>Percentage share of total country-level programme expenditures spent in least developed countries (excluding local resources)</p>	<p>Approximately \$764 million, or 55 per cent, of UNOPS delivery was made in least developed countries. This was higher compared to \$699 million in 2014.</p>
<p>20a-b (OP 43, 48, 51, 53)</p>	<p>Percentage of total core expenditures on development-related activities by specialized agencies and other United Nations entities directed to programme activities</p> <p>Percentage of total non-core expenditures on development-related activities by specialized agencies and other United Nations entities directed to programme activities</p> <p>Common indicator: Percent of total core expenditures directed to programme activities versus non-core expenditure</p>	<p>Being a fully self-financing service provider in the United Nations, UNOPS business model is cost-recovery based and does not rely on core resources.</p>
<p>22 (OP 54)</p>	<p>Number of United Nations entities reporting on cost recovery amounts within their regular financial reporting</p>	<p>Indirect costs cover the management and administration of the organization in furtherance of UNOPS activities and policies. Such costs are charged to projects through a management fee specified in the project agreement. The aggregate management fee is reflected in the net engagement revenue from projects.</p> <p>During 2015, UNOPS delivered \$1.4 billion in project services compared to \$1.2 billion in 2014, an increase of 18 per cent. Project-related net revenue was \$87.2 million compared to \$66.3 million in 2014. Miscellaneous income earned was \$2.4 million compared to \$4 million, and non-exchange revenue was \$0.4 million compared to \$3.8 million. Management expenses were \$65.4 million compared to \$58.9 million a year earlier, an increase of 11 per cent; however the ratio of management expenses to delivery in 2015 dropped to 4.54% from 4.83% in 2014. This resulted in a net surplus of income over expenditure, after provisions, of \$14.3 million, compared to \$9.9 million in 2014. At year-end 2014, UNOPS continued to maintain its operational reserve above the minimum requirement established by the Executive Board.</p> <p>The above expenses, revenue and reserve balance for 2015 are early figures calculated by UNOPS and may be subject to change. The figures have yet to be verified and audited by the United Nations Board of Auditors.</p>
<p>28 (OP 63)</p>	<p>Average percentage of agency country offices using the common UNDG capacity measurement approach (when fully developed)</p> <p>Common indicator: Percent</p>	<p>UNOPS is committed to consistently apply the three mutually reinforcing dimensions of sustainability (equitable economic growth, social justice and inclusion, and environmental impact) into its operations. In this context, UNOPS understands that developing national capacity is the foundation for sustainability.</p>

	of country offices using common UNDG capacity measurement approach (when fully developed)	In 2016, UNOPS will further explore best practices and standards in sustainability reporting through publishing its first Sustainability Report using the Global Reporting Initiative (GRI) framework in conjunction with UNOPS annual brochure. UNOPS will also further explore best practices and standards in assessment of national capacity through examining the common UNDG capacity measurement approach, once this has been fully developed.
29 (OP 14, 15)	Three dimensions of sustainable development reflected in strategic plans of UNDG members	Informed by extensive consultations with stakeholders and partners, UNOPS strategy outlines how the organization can offer solutions and value for its partners while modelling operational practices for quality, sustainability, efficiency, transparency and accountability. Paragraph 24 of the UNOPS strategic plan, 2014-2017 states that "...UNOPS approach is framed by the three mutually reinforcing dimensions of sustainability", which are described as Equitable economic growth; Social justice and inclusion; and Environmental impact.
32 (OP 74, 77)	Number of United Nations entities that integrate South-South cooperation into their strategic plans	In the UNOPS strategic plan, 2014-2017, examples are provided of how UNOPS will fulfil its responsibilities to contribute to enhancing the coherence and efficiency of the United Nations development system, including through mainstreaming of South-South and triangular cooperation into country-level programming.
33 (OP 74, 77)	Number of United Nations entities that actively report on South-South cooperation in their strategic plans	UNOPS has been providing the United Nations Office for South-South Cooperation (UNOSSC) with project support services on a project-by-project basis since it was first created as the UNDP Special Unit for South-South Cooperation.
37 (OP 86, 89)	Number of United Nations entities that track and report on allocations and expenditures using gender markers Common indicator: Number of countries track report on expenditure using gender markers validated by a quality assurance process	Data for UNOPS operational results are collected in the online results-based-reporting (RBR) tool, which enables project managers to report on planned and completed projects outputs, attribute project expense per output and assess aspects of national capacity and sustainability, including gender aspects, at the project level. The sustainability and national capacity assessment is done in the cross-cutting section part of the RBR tool. In 2015, the cross cutting section part of the RBR tool was revised based on the materiality assessment which was conducted as part of UNOPS GRI Programme. The materiality assessment also forms the basis of the UNOPS 2016 Sustainability report, detailed in Annex 6. In the context of the 2015 year-ending, more than 230 UNOPS project managers completed and certified data entry in the RBR tool for more than 1,000 projects. Following the completion of data entry and certification for all projects, the aggregate data went through iterations of quality assurance UNOPS infrastructure and project management group, the procurement group, the communications and partnership group and finance group.
56 (OP 119)	Number of United Nations entities that have simplified and harmonized agency-specific programming instruments (specify type of instrument)	Given its clear mandate, drive for excellence, and its recognized comparative advantage in project management, and infrastructure and procurement services, UNOPS is well positioned to deliver timely, practical, innovative and context-specific sustainable solutions that supplement and strengthen national systems for long-term development impact, even under

		<p>the most complex circumstances. As a resource for its partners, providing them efficient transactional support, effective project implementation, and technical and institutional advice on implementation, the solutions UNOPS can contribute will effectively complement the high-level policy and strategic advice provided to Members States by the United Nations more broadly.</p> <p>In 2015, UNOPS delivered the first stage of a new enterprise resource planning system, integrating more than 17 operational processes and systems, increasing the quality of information for management decision-making and enabling UNOPS to provide more efficient operational support to partners. The system is a key element of the continued efforts to optimize UNOPS risk management systems and reinforce internal controls, segregation of duties, and compliance.</p>
67a-b (OP 128)	<p>Contributions in cash provided to the resident coordinator system</p> <p>Common indicator: [Agency] contribution in cash provided to resident coordinator system</p> <p>Contributions in kind provided to the resident coordinator system</p> <p>Common indicator: [Agency] contribution in kind provided to resident coordinator system</p>	<p>UNOPS is a participating and contributing member of the United Nations and collaborates and contributes to UNCTs and UNDAFs. In 2015, UNOPS paid approximately \$600,000 to the resident coordinator system.</p>
71 (OP 134)	<p>Number of countries applying components of the standard operating procedures</p> <p>Common indicator: Number of country offices that are applying the standard operating procedures or components of it</p>	<p>For UNOPS, the UNDG standard operating procedures are important frameworks, which simplify working with the UN. UNOPS subscribes fully to the UNDG standard operating procedures (SOPs) as per cover letter signed by UNOPS Executive Director, which as attached to the SOPs package discussed and approved at the 11 July 2014 UNDG meeting.</p>
83 (OP 125)	<p>Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, information and communications technology and other services</p>	<p>Informed by extensive consultations with stakeholders and partners, UNOPS strategy outlines how the organization can offer solutions and value for its partners while modelling operational practices for quality, sustainability, efficiency, transparency and accountability.</p> <p>During 2015, UNOPS completed the implementation of a new enterprise resource planning system – OneUNOPS – a flexible platform for integration of operational processes and systems. The new system will allow continuous optimization of operational speed and quality, ensuring value-adding services to UNOPS partners. In sum, the new system is an essential platform underpinning the UNOPS ambition to further expand the range of its global shared services.</p>
85 (OP 159)	<p>Proposal on the common definition of operating costs and a common and (standardized) system of cost control presented in 2014</p>	<p>UNOPS has initiated more consistent attribution of the direct costs of shared services of the organization to projects as appropriate. In this regard, activity-based costing has been used to determine the efforts and costs associated with specific processes. This ensures that costs are distributed more</p>

		accurately among projects and should enable UNOPS, over time, to reduce the overall amount needing to be recovered as indirect costs.
88a-f (OP 152, 154)	<p>Number of countries implementing common services</p> <p>Number of countries implementing common long-term agreements</p> <p>Number of countries implementing a harmonized approach to procurement</p> <p>Number of countries implementing common human resources management</p> <p>Number of countries implementing information and communications technology services</p> <p>Number of countries implementing financial management services</p> <p>Common indicator: Number of countries implementing common services, common LTAs, harmonized approach to procurement, common HRM, ICT services or financial management services</p>	<p>UNOPS has fully implemented all recommendations issued by the UNSCEB-funded project on harmonization of procurement processes (“Harmonization Project”). The Harmonization Project has issued 8 recommendations to all United Nations organizations, including recommendations on encouraging collaboration on LTAs, waiving secondary reviews for LTAs, common procurement terminology, detailed policy provisions enabling cooperation and a common Table of Contents for the United Nations organizations’ procurement manuals. The recommendations on cooperation with other organizations of the United Nations system include jointly carrying out common procurement activities, UNOPS entering into a contract relying on a procurement decision of another United Nations system organization (e.g. re-use of tender results or suitable LTAs), requesting another United Nations system organization to carry out procurement activities on behalf of UNOPS, or procuring goods, works or services from another United Nations entity. UNOPS has fully implemented all 8 recommendations and is among the first United Nations organizations to have done so. For example, UNOPS fully supports the issued guidelines on common United Nations procurement at the country level and has adopted the standardized Table of Contents for its newly issued Procurement Manual, thereby setting the basis for harmonization and greater collaboration in procurement among the United Nations system.</p> <p>UNOPS led the HLCM-HRN working group on Performance Appraisal which reviewed the standard elements within performance appraisals across the United Nations System. Also UNOPS, on behalf of the ICSC, has completed a 3-year pilot project on rewards and recognition. In 2011, UNOPS, with the agreement and support of the ICSC, introduced an innovative pilot programme for rewards, recognition and sanctions, which is closely linked to organizational and individual performance, and designed to increase the effectiveness of performance management across the organization. UNOPS recognition policy has the overall aim to reinforce performance management with meaningful consequences and to enable managers to recognize and reward excellence. It comprises three elements: (a) Merit rewards, which are performance-related financial rewards; (b) Recognition awards, which are corporate awards to recognize the achievements of specific teams or individuals in various categories; and (c) Performance-related sanctions which are designed to address underperformance on an individual basis.</p> <p>UNOPS is actively participating in the UNCity common premises initiatives. The Business Operation Strategy (BOS) is being discussed at the Operational Management Team (OMT) as well as UNCT level.</p>
90 (OP 153)	Number of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013	UNOPS strategy outlines how the organization can offer solutions and value for its partners, including providing specific support services, in the United Nations context, typically associated with common or shared services, where partners avail themselves of the UNOPS delivery platform. Reflecting the organization’s strategy and ambition for operational excellence, UNOPS Budget Estimates outlines priorities and resourcing for taking the next steps to further improve the UNOPS delivery platform. The UNOPS Budget Estimates for

		the biennium of 2014-2015 (DP/OPS/2013/6) and 2016 – 2017 (DP/OPS/2015/5) were presented to UNDP/UNFPA/UNOPS Executive Board at its 2013 and 2015 second regular sessions in September.
92 (OP 166, 168)	Number of United Nations entities using common results-based management tools and principles as identified in the UNDG Results-based Management Handbook for Country Programming Common indicator: Percent of country offices using common results-based management tools and principles	In preparing its strategic plan, 2014-2017, UNOPS reviewed the recommendations regarding key features of a robust results-based management system from an international working group under the Multilateral Organization Performance Assessment Network (MOPAN) and key definitions in use by the United Nations Secretariat, UNDP and the Organization for Economic Co-operation and Development (OECD), as well as those provided in the RBM Handbook (UNDG, 2011). UNOPS results methodology, including its position in the development results chain, is described in detail in Annex IV of the UNOPS strategic plan, 2014-2017. In line with its results methodology, all UNOPS projects report annually on planned and completed outputs as well as contributions to sustainability and national capacity.