

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 submitted as part of the UNOPS Budget Estimates for the biennium 2014-2015 (DP/OPS/2013/6).

A. Partner perspective – recognized value

Deliver world-class products and services adding sustained value

Key Performance Indicator	2014 Results
A.1. Overall partner satisfaction	In 2014, UNOPS solicited partner feedback from more than 300 current and potential partners with regards to their operational needs and priorities as well as their perception of UNOPS performance. Results from the survey reflect a continued high level of overall satisfaction with UNOPS at 77 per cent, which was higher compared to the level measured in 2013, at 75 per cent. The target for 2015 is 80 per cent.
A.2. Share of UNOPS delivery within its areas of focus	UNOPS delivery practices 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 2014 is reflected as: - project management and support services: 55 per cent - infrastructure: 29 per cent - stand-alone procurement: 16 per cent
A.3. Increase in advisory services projects, directly or indirectly, to national and local governments	In 2014, approximately \$24 million of UNOPS engagement additions were related to advisory services. This number represents an increase of around 120 per cent compared to \$10.7 million in 2012.
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	Around 60 per cent of all projects supported by UNOPS in 2014 reported that they had included one or more activities that contributed to developing national capacity during the course of the project. For implementation services projects, the reported percentage was 72, above the target of 65 per cent.
A.5. Share of UNOPS new infrastructure projects that include elements of resilience consideration	In 2014, 81 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. For infrastructure projects which started after 2011, approximately 20 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.

A.6. Share of UNOPS projects on track for cost and schedule	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 2014, it was assessed that 77 per cent of the UNOPS global portfolio was on track for schedule and, 88 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.
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Build sustainable partnerships

Key Performance Indicator	2014 Results
A.7. Substantive UNOPS contributions to relevant UNDAFs	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. In 2013, 46 UNDAFs were deemed as relevant and substantive contributions had been made to 34 of these.
A.8. Increase in share of UNOPS projects in direct partnership with national and local governments	In 2014, 28 per cent of UNOPS delivery was in direct partnership with national and local governments, on par with the level in 2013 which was at 29 per cent.
A.9. Increase in engagement addition from identified key partners	In 2014, engagement addition from key partners amounted to approximately \$720 million, a decrease of four per cent compared to approximately \$754 million in 2013. UNOPS will monitor changes in engagement addition from key partners utilizing the Key Partner Management framework.
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	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 17 per cent in 2012. In 2013, UNOPS share of United Nations procurement in the category building and facility construction and maintenance services, including office maintenance, was 19. 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 2013, UNOPS share of United Nations procurement in the category of motor vehicles, parts and other transportation equipment was 28 per cent.

Communicate effectively and transparently

Key Performance Indicator	2014 Results
A.11. Average number of monthly visits to UNOPS public website	In 2014, Google analytics updates included replacing the metric ‘visits’ with ‘sessions’, which record the number of individual sessions initiated by all website users. In addition to other refinements this has likely contributed to the lower average number of monthly visits to UNOPS public website in 2014, at 75,000, compared to 85,000 in 2013.
A.12. Introduction of sustainability results information, categorized by country, partner or UNOPS delivery practice, on UNOPS public website starting in 2014	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.

A.13. UNOPS compliance with IATI standards ¹	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. UNOPS will remain 100 per cent compliant with the next iteration of the IATI standard by the end of 2015.
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B. Business process perspective – process excellence

Manage and benchmark processes

Key Performance Indicator	2014 Results
B.1. Share of entities assessed that are successful in maintaining 'ISO-9001' quality management system	In 2014, all UNOPS entities assessed, successfully maintained 100 per cent compliance to 'ISO-9001' quality management system meeting the target of full compliance.
B.2. Implementation of new process management framework based on externally recognized standards, such as those of the APQC	Implementation of a new process management framework, which is in line with APQC, is in progress. A new Business Process Management System has been developed and launched to support the process framework. Business processes are being migrated to the new framework to support the implementation of the new ERP system.
B.3. Implementation rate of accumulated internal audit recommendations	The rate of implementation of internal audit recommendations was improved during 2014. Of the audit recommendations issued in or prior to 2011, 100 per cent were implemented, as were 99 per cent of those issued in 2012. The overall implementation rate of audit recommendations issued from 2008 to 2014 was 97 per cent, an increase from the 93 per cent reported in 2013, indicating high levels of commitment from senior management to implement audit recommendations.

Improve process efficiency and effectiveness

Key Performance Indicator	2014 Results
B.4. Engagement assurance completion rate	In the fourth quarter of 2014, the completion rate of engagement assurance was 93 per cent, which is on par with the baseline set in 2012.
B.5. Timely operational closure of projects	The number of projects operationally closed within 6 months was increased from 76 per cent in 2012 to 77 per cent in 2014. UNOPS is planning to further improve the operational closure duration and process in coming years together with the implementation of the new ERP system to reach the 80 per cent timely operational closure target.
B.6. Average duration of procurement through formal solicitation (number of days)	The average duration of the formal solicitation process in UNOPS was 88.2 days in 2010, 81.1 days in 2011, 78.2 days in 2012 and 68.4 days in 2013, below the targets of 87 and 85 days set for 2012 and 2013, respectively, in the corresponding biennium estimates. The target for average duration of procurement through formal solicitation for 2015 is 80 days.
B.7. Average duration of staff recruitment (number of days)	In 2014, the average evaluation completion time for staff recruitment process was 87 days. UNOPS aim is to improve the recruitment process and complete staff recruitments in less than 80 days on average for 2015.

¹ In October 2014, the IATI Steering Committee membership approved an integer upgrade of the IATI standard data schema to version 2.01. As a result, all existing project geocodes will need to be converted into this new approach to ensure compliance.

B.8. Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	In 2014, UNOPS Internal Audit and Investigation Group implemented 100 per cent of its risk-based internal audit plan, on par with the implementation level in 2013.
B.9. Evaluated offices compliant with minimum operation security standards	In 2014, the average percentage of minimum operating security standards (MOSS) compliance in evaluated UNOPS offices was 92 per cent, same as in 2013 and above the target of 85 per cent.

Innovate

Key Performance Indicator	2014 Results
B.10. Carbon neutrality achieved	Meeting its target, UNOPS achieved 100 per cent carbon neutrality in 2013.
B.11. Share of projects screened and approved using minimum sustainability standards, including gender markers	In the context of the year-end for 2014, UNOPS project managers assessed and reported on contributions to sustainability and national capacity for more than 1,200 projects. The overall completion rate for this assessment and reporting exercise was 99.3 per cent compared to a target of 100 per cent. In 2015, UNOPS will further explore best practices and standards in sustainability reporting through examining aspects of the Global Reporting Initiative framework.
B.12. Share of relevant UNOPS vendors screened for adopted sustainability criteria	Currently UNOPS is working on developing a supplier screening process which includes screening criteria for sustainability. For this purpose, relevant populations, definitions, methodologies and tools are being developed together with the feedback from selected suppliers. The pilot for screening process is planned to take place in 2015.
B.13. Share of entities assessed that are successful in maintaining 'ISO-14001' environmental management	In 2014, 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	Already in 2013, UNOPS introduced the practice of incorporating performance indicators from all four perspectives (Finance, Partners, Business Process and People) of its Balanced Scorecard in calculating its merit rewards.

C. People perspective – people excellence

Business partnering

Key Performance Indicator	2014 Results
C.1. Share of relevant practitioners externally certified ²	In 2014, the total number of personnel who participated in external certification programs was 748, a decrease of 5 per cent compared to 791 in 2013. 568, or 76 per cent, of all personnel who attended external certification courses in 2014 were certified, above the target of 70 per cent for 2015.
C.2. Share of relevant practitioners internally certified ³	In 2014, the total number of personnel who participated in internal certification programs was 194, an increase of around 20 per cent compared to 163 in 2013. 117, or 60 per cent, of all personnel who attended internal certification courses in 2014 were certified, above the target of 50 per cent for 2015.

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

³ The internal certification is in Project Management.

Recruit, develop and recognize talent

Key Performance Indicator	2014 Results
C.3. Overall personnel satisfaction	UNOPS most recent global personnel survey (GPS) was conducted in the beginning of 2014, measuring the results of 2013. The results of this survey reflected an overall personnel satisfaction of 85 per cent, exceeding the target of 80 per cent for 2015. Currently, UNOPS is refining the GPS for improved evaluation of personnel perceptions, including satisfaction.
C.4. Personnel performance appraisal completion rate ⁴	The 2014 performance appraisal completion rate was 97 per cent for staff and 86 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 86 percent, higher compared to 2013, at 82 per cent, but below the target of 90 per cent for 2015.

Embrace United Nations values

Key Performance Indicator	2014 Results
C.5. Share of females amongst UNOPS supervised personnel (staff and ICAs)	UNOPS identifies female talent and takes into consideration gender diversity as an element of the organization's talent management approach. Reflecting this consideration, the share of females amongst UNOPS supervised personnel was 31.4 per cent in 2014. UNOPS continues to widen the inclusion of female candidates for all positions to meet the target of 35 per cent for 2015.
C.6. Share of females amongst UNOPS supervised international personnel (international professional staff categories and international ICAs)	Women made up 32.7 per cent of UNOPS supervised international personnel, a 3.8 per cent increase compared to 2013. UNOPS will continue to widen the inclusion of female candidates for all positions to meet the target of 35 per cent for 2015.
C.7 Completion rate of mandatory United Nations learning, including UNOPS induction and security	In 2014, completion rates of mandatory courses were: - UNOPS Induction: 81 per cent - Basic Security in the Field: 66 per cent - Advanced Security: 100 per cent

D. Finance perspective – financial stewardship

Ensure financial control and efficiency

Key Performance Indicator	2014 Results
D.1. Achievement of net revenue target approved by the Executive Board ⁵	UNOPS achieved 100 per cent net revenue target in 2014.
D.2. Rate of implementation of prior year United Nations Board of Auditors recommendations	For 2013, 48 per cent of all auditor recommendation have been implemented which includes recommendations with due date on 2015 and 2016. 100 per cent of auditors recommendations with due date before 2015 have been implemented.

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.

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.

D.3. Share of required personnel filing of financial disclosure	In 2014, 100 per cent of relevant personnel filed their financial disclosures, on par with 2013 and above the target of 99 per cent.
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Cost recovery and fair distribution

Key Performance Indicator	2014 Results
D.4. Share of projects that cover their estimated indirect costs (new pricing) ⁶	In 2014, the signed cumulative value of all engagement agreements covered the cumulative value of all estimated indirect cost. On the level of individual agreements signed, 82 per cent covered their estimated indirect cost.

Invest in innovation

Key Performance Indicator	2014 Results
D.5. Share of surplus reinvested in sustainability initiatives	<p>UNOPS currently has two internal investment modalities at its disposal for investing in innovation, sustainability and partnerships; the Growth and Innovation Fund (GIF) and the Investment Plans.</p> <p>Meeting the 2014 target, UNOPS reinvested approximately \$5 million of its surplus in sustainability initiatives. In 2015, UNOPS will further explore organizational investment modalities and processes in order to optimize investment results and impacts.</p>

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).

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

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
<p>6 (OP 24, 37)</p> <p>7 (OP 24, 37)</p>	<p>Total funding received from non-State partners</p> <p>Percentage share of total funding for United Nations operational activities for development coming from non-State partners</p> <p>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)</p>	<p>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.</p> <p>During 2013, UNOPS delivered \$1.1 billion in project services on behalf of its partners. 29.8 per cent of the delivery was made on behalf of governments. The remainder can be broken down as: Multilateral institutions 4.2 per cent, Trust funds 5.6 per cent, United Nations 53.7 per cent, International Financial Institutions 1.8 per cent per cent, Inter-Governmental Organizations 4.2 per cent, Non-Governmental Organizations 0.7 per cent and Other 0.1 per cent.</p>
<p>12 (OP 35)</p>	<p>Number of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden donor base</p>	<p>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.</p> <p>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 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>In 2014, UNOPS solicited partner feedback from more than 300 high-level respondents, about their operational needs and perceptions of UNOPS. The results indicate that overall satisfaction among partners remains high, at almost 77 per cent and nearly 82 per cent of current partners are “very likely” or “likely” to recommend UNOPS services to others. These results are similar to those of the 2013 and 2012 surveys.</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>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 \$699 million, or 57 per cent, of UNOPS delivery was made in least developed countries (based on the OECD classification). This was higher compared to \$637 million in 2013.</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 revenue from projects.</p> <p>During 2014, UNOPS delivered \$1.2 billion in project services against \$1.16 billion in 2013, an increase of 4 per cent. Project-related net revenue was \$74.8 million compared to \$72.2 million in 2013. Miscellaneous income earned was \$4 million against \$4.7 million, and non-exchange revenue was \$3.8 million compared to \$6 million. Management expenses were \$58.4 million compared to \$56.5 million a year earlier, an increase of 3.3 per cent. This resulted in a net surplus of income over expenditure, after provisions, of \$11.6 million, compared to \$14.7 million in 2013. At year-end 2014, UNOPS continued to exceed its obligatory reserve target as determined by the formula approved by the Executive Board.</p> <p>The above expenses, revenue and reserve balance for 2014 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 of country offices using common UNDG capacity measurement approach (when fully developed)</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> <p>In 2015, UNOPS will further explore best practices and standards in sustainability reporting through examining aspects of the Global Reporting Initiative framework. 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.</p>
<p>29 (OP 14, 15)</p>	<p>Three dimensions of sustainable development reflected in strategic plans of UNDG members</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. 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.</p>
<p>32 (OP 74, 77)</p> <p>33 (OP 74, 77)</p>	<p>Number of United Nations entities that integrate South-South cooperation into their strategic plans</p> <p>Number of United Nations entities that actively report on South-South cooperation in their strategic plans</p>	<p>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.</p> <p>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.</p>
<p>37 (OP 86, 89)</p>	<p>Number of United Nations entities that track and report on allocations and expenditures using gender markers</p> <p>Common indicator: Number of countries track report on expenditure using gender markers validated by a quality assurance process</p>	<p>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 at the project level, the latter of which is done in the cross-cutting section part of the RBR tool.</p> <p>In 2014, the cross-cutting section part of the RBR tool was revised. Based on the gender marker methodology, established by the Inter-Agency Standing Committee (IASC), the revision enabled further assessment of aspects of national capacity and sustainability, including gender issues, at the plan, activity and output level of projects. The assessment criteria were based on previously reported numbers under the "cross-cutting issues" heading of the annual report and sustainability performance indicators from the Global Reporting Initiative.</p> <p>In the context of the 2014 year-ending, more than 200 UNOPS project managers completed and certified data entry in the RBR tool for more than 1,200 projects. Following the completion of data entry and certification for all projects, the aggregate data went through iterations of quality assurance by UNOPS three delivery practices, the finance practice group (FPG) and the communications practice group (CPG).</p>

<p>56 (OP 119)</p>	<p>Number of United Nations entities that have simplified and harmonized agency-specific programming instruments (specify type of instrument)</p>	<p>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 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>The transformation of UNOPSERP platform in 2014 is reflective of efforts to optimize business processes. In addition to transforming the UNOPS operations into smarter, better-integrated set of processes and systems, the new ERP aims to enhance UNOPS ability to provide efficient operational support to its partners. The organizations aims for agility to further extend provision of streamlined, high-quality, and cost-effective transactional services in response to United Nations and Member States' operational needs.</p>
<p>67a-b (OP 128)</p>	<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. Since 2012, UNOPS regional directors have committed, including through signed target agreements, to making substantial contributions to relevant UNDAFs in their respective regions and reporting back to UNOPS headquarters on those contributions. Assessment of substantive contributions to relevant UNDAFs are made in the context of the annual mid-year review. In 2014, UNOPS paid approximately \$600,000 to the resident coordinator system.</p>
<p>71 (OP 134)</p>	<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>UNOPS subscribes fully to the UNDG standard operating procedures (SOPs) as per cover letter signed by UNOPS Executive Director Grete Faremo, which as attached to the SOPs package discussed and approved at the 11 July 2014 UNDG meeting. UNOPS signed cover letter was forwarded to DOCO during August 2014.</p>
<p>83 (OP 152)</p>	<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. To drive organizational excellence, the UNOPS strategic plan, 2014-2017 articulates four management goals:</p> <ul style="list-style-type: none"> (a) Recognized value (partner perspective); (b) Process excellence (business process perspective); (c) People excellence (people perspective); and (d) Financial stewardship (financial perspective). <p>The initiatives prioritized for investment are based on an analysis of what steps towards operational excellence UNOPS can take over the next biennium, and the available resources. More details can be found in</p>

		UNOPS Budget Estimates for the biennium 2014-2015 (DP/OPS/2013/6).
85 (OP 159)	Proposal on the common definition of operating costs and a common and (standardized) system of cost control presented in 2014	UNOPS has initiated more consistent attribution of direct costs 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 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>

<p>90 (OP 153)</p>	<p>Number of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013</p>	<p>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 2014-2015 (DP/OPS/2013/6) has been presented to UNDP/UNFPA/UNOPS Executive Board at its 2013 second regular session (September).</p>
<p>92 (OP 166, 168)</p>	<p>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</p> <p>Common indicator: Percent of country offices using common results-based management tools and principles</p>	<p>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.</p>