

## **Annex 4**

### **Results-based reporting**

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 elaborate on broader outcomes and/or impacts than those described here. While this is most obvious when services are provided to United Nations entities, the same can be applied to work performed in the spirit of the Paris Declaration, where UNOPS provides services directly to governments. Thus, successes in this report are measured at the output level, but in certain cases, with the support of partners, impacts and outcomes are also mentioned.

#### **4.1 Context**

In line with the General Assembly resolution (A/RES/67/226) on the Quadrennial Comprehensive Policy Review on results-based management (RBM), UNOPS reporting on operational results is informed by key definitions in use by the United Nations Secretariat, UNDP and the Organisation for Economic Co-operation and Development, as well as those provided in the RBM Handbook (United Nations Development Group, 2011). UNOPS approach to RBM, including UNOPS position in the development results chain, is described in detail in “UNOPS results methodology”, Annex IV to the UNOPS strategic plan, 2014-2017 (DP/OPS/2013/3- Annexes).

#### **4.2 Process**

Data for operational results are collected using an 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 project level. In 2014, more than 200 UNOPS project managers completed and certified data entry for more than 1,200 projects.

#### **4.3 Methodology**

UNOPS methodology and approach to managing and accounting for the operational results on behalf of its partners are continuously being improved. Hence, year-on-year comparison may not always be possible for certain results. To ensure a more representative view of sustainability and national-capacity results in its portfolio of projects, UNOPS has revised its methodology, basing aggregation on delivery instead of count of projects.

In 2014, the cross-cutting section of the RBR tool was revised. Based on the gender-marker methodology established by the Inter-Agency Standing Committee, the revision enabled the further assessment on aspects of national capacity and sustainability 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.

#### **4.4 UNOPS delivery practices**

The UNOPS delivery practices are mutually reinforcing and interdependent. An example of this is an engagement to design and construct five schools; an infrastructure project which is likely to entail a significant amount of procurement, which together with other required inputs would need to be

project managed in order to achieve contribution of the expected benefits of the project. By virtue of this logic, UNOPS global portfolio can be analysed and illustrated from the perspective of each of the three delivery practices. The portfolio analysis in the annual report is presented from the perspective of the end output, as identified by UNOPS project managers.

### **Calculating data splits**

#### **4.5 Outputs**

In 2014, the list of project outputs was revised by UNOPS three delivery practices. The revision was informed by analysis of previously reported project outputs, “UNOPS results methodology” and the constraints of UNOPS corporate systems for reporting. At the end of 2014, the online RBR tool contained a list of close to 600 outputs, all of which had been associated with a focus area, product and service category and service type.

To classify projects into one of UNOPS three focus areas, the following methodology was applied: projects containing infrastructure outputs equal to or greater than 30 per cent of delivery were classified as infrastructure; projects containing procurement outputs equal to or greater than 30 per cent of delivery were classified as procurement; and, the remainder were classified according to output mapping as project management and support services.