

Annex 4

Results-based reporting

The unique role of UNOPS inherently affects any results-based assessment of its performance. UNOPS contributes outputs to outcomes in partnership with other entities. In many instances realisation of outcomes rests with UNOPS partners, and 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, results are assessed 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 provide indicative reporting on aspects of national capacity and sustainability at project level. In 2015, more than 200 UNOPS project managers completed and certified data entry for more than 1,000 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 2015, the cross cutting section part of the RBR tool was revised based on the materiality assessment which was conducted as part of the GRI Programme. The materiality assessment also forms the basis for a UNOPS Sustainability report. Further details are outlined in Annex 6.

4.4 UNOPS delivery practices

UNOPS focus areas, project management, infrastructure and procurement, 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 deliver outputs contributing to the achievement of the expected project benefits. By virtue of this logic, UNOPS global portfolio can be analysed and illustrated from the perspective of each of the focus areas. The portfolio analysis in the annual report is presented from the perspective of the end output, as identified by the UNOPS project manager.

Calculating data splits

4.5 Outputs

In 2015, the list of project outputs was revised based on interviews with project managers and technical experts from UNOPS regions, the infrastructure and project management group, the procurement group, the communications and partnership group and finance group. 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 2015, the online RBR tool contained a list of close to 1,200 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.