

Annex II

Results-based Reporting

Preamble

In line with the importance attached to results-based management by General Assembly resolution (A/RES/75/233) on the quadrennial comprehensive policy review, UNOPS reporting on operational results is informed by key definitions in the Results-based Management Handbook published by the United Nations Development Group.

UNOPS approach to results-based management, including its role in the results chain, is described in Annex II of the UNOPS strategic plan 2018-2021 (DP/OPS/2017/5-Annexes). Noting that UNOPS contributes to programme outcomes in partnership with other entities, achievements in the Annual report are measured and reported at the output level.

Process

UNOPS project managers use the enterprise portfolio and project management ('oneUNOPS Projects') to schedule projects, systemize tasking, record and escalate risks and issues, capture lessons learned, and monitor project progress. Through oneUNOPS Projects, project managers are required to plan and report on completed outputs, with project expenses attributed in accordance with output-based budgeting. In 2020, more than 1,000 projects significantly contributed to output deliverables with a total expenditure of \$2.2 billion.

To capture sustainability results in its project portfolio, UNOPS complemented output reporting in oneUNOPS Projects with a project-specific questionnaire aligned to the Global Reporting Initiative (GRI) sustainability standards. To ensure a balanced view of UNOPS operations, data points reflecting these results are weighted by project delivery value. The sustainability results are included in section B of this annex (see also the 2020 GRI Content Index which serves as Annex I to the 2020 Annual report).

Portfolio

UNOPS service lines comprise infrastructure, procurement, project management, financial management and human resources. While projects often include multiple components from different service lines (for example procurement activities to complete an infrastructure output), the portfolio analysis in the Annual report is presented from the perspective of the end-output (such as a school), as identified by UNOPS project managers. To report on 2020 results, UNOPS used a list of around 170 outputs, all of which are associated with a service line.

A. Management Results and Reporting for 2020-2021

The strategic plan 2018-2021 articulates four management goals that reflect the four perspectives of the UNOPS balanced scorecard: partners, people, process, and finance. As part of the biennial budget estimates for 2020-2021, the related management results framework comprises 12 performance indicators and targets aimed at measuring and reporting on performance and achievements for the biennium. For 2020, key management results and reporting included the following:

Within the **partner perspective**, partner satisfaction increased from 76 per cent in the 2019 partner survey to 78 per cent in the 2021 survey. This positive result reflects UNOPS strong commitment to meeting partners needs, particularly given that the number of respondents to the 2021 survey almost doubled compared to 2019. Strengthening the focus on resilient and sustainable infrastructure and public procurement, UNOPS project delivery within these areas increased by 7 per cent compared to the baseline, on track to meeting the 10 per cent growth target for the biennium. UNOPS continues to publish information about its projects in full compliance with the International Aid Transparency Initiative standards.

On the **people perspective**, UNOPS made continued progress towards gender parity in its overall workforce and senior positions. Through targeted outreach, recruitment and talent management activities, UNOPS increased the share of women in the overall workforce from 42 per cent in 2019 to 46 per cent in 2020. Similarly, the share of

women in senior positions increased from 35 per cent in 2019 to 41 per cent at the end of 2020. Building on the positive results of its people survey in 2019, UNOPS will once again measure its personnel engagement in 2021.

In the **process perspective**, UNOPS continues to improve the quality, efficiency and reliability of its operations through simplification and innovation of processes. All UNOPS client projects are managed through its enterprise portfolio and project management system ‘oneUNOPS Projects,’ allowing enhanced monitoring of project progress and risk management. In 2020, 81 per cent of projects were on track for timely completion, exceeding the target for the biennium. Continuing its strong track record, UNOPS closed 96 per cent of accumulated internal audit recommendations in 2020.

For the **finance perspective**, 99 per cent of partner agreements were signed in compliance with UNOPS cost recovery policy in 2020, exceeding the target of 95 per cent. At 43 per cent, the share of UNOPS investments spent on innovation and knowledge management also exceeded the target for the biennium. Seeking a healthy balance of ensuring future opportunities with partners and delivering on signed commitments, the ratio of annual delivery to value of partner agreements was close to the targeted range for the biennium. This confirms UNOPS position as a financially robust organization, well-equipped to expand the pool and effect of resources in support of the 2030 agenda for sustainable development.

UNOPS management results framework and reporting for 2020-2021

The table below provides an overview of 2020 results against performance indicators submitted as part of the UNOPS Budget estimates for the biennium 2020-2021 (DP/OPS/2019/5). The baseline is as of 2019, unless otherwise specified.

Goal	Driver	Performance indicator	2019 baseline	2020-21 target	2020 result
A. Partner value	A1. Manage partner value	Overall partner satisfaction	76% (2018)	80%	78% ¹
	A2. Partner for knowledge and effect	Increase in partner agreement value to support public procurement and quality infrastructure	\$628 million (Average 2018-19)	>10%	\$673 million (+7%)
	A3. Communicate contribution of value	Uphold international transparency standards for results	100%	100%	100%
B. People excellence	B1. Embrace a culture founded in United Nations values and principles	Women in workforce	42%	50%	46% ²
	B2. Attract, recognize and develop talent	Overall personnel engagement	4.16	4.1	n/a ³
	B3. Reinforce leadership	Women in senior positions	35%	>37%	41% ⁴
C. Process excellence	C1. Manage efficiency and consistency	Timely completion of projects	84%	80%	81%

¹ The 2021 partner survey had almost twice as many respondents as the 2019 survey, improving the credibility and representativeness of results.

² Share of women in the UNOPS workforce was 46 per cent as of 31 December 2020.

³ Overall personnel engagement is measured through the bi-annual UNOPS people survey. No people survey was carried out in 2020.

⁴ Share of women in senior positions (ICS level 11 and above) was 41% as of 31 December 2020.

	C2. Benchmark performance	Implementation rate of accumulated internal audit recommendations	96%	90%	96% ⁵
	C3. Innovate services and delivery platform	Projects managed according to project and enterprise risk management requirements	n/a	100%	100%
D. Financial stewardship	D1. Manage growth and delivery	Ratio of annual delivery to value of partner agreements	81% (17/18 average)	75-85%	74% (19/20 average) ⁶
	D2. Attribute costs to value	Partner agreements in compliance with cost recovery policy	99%	95%	99%
	D3. Invest in knowledge and innovation	Share of investment budget spent on knowledge and innovation	37% (2018)	40%	43%

B. Reporting on sustainable implementation approaches for 2020-2021

The strategic plan 2018-2021 articulates the UNOPS sustainable implementation approaches, which aim to provide safeguards and drive tangible results for people through implementation projects. In the budget estimates 2020-2021, UNOPS presented an initial framework for monitoring and reporting on these approaches across the three mutually reinforcing dimensions of economic, social, and environmental sustainability. The framework was finalized, and 2019 results reported, in the midterm review of the strategic plan, drawing on key indicators from the UNOPS sustainability report, which is based on the standards of the Global Reporting Initiative.

UNOPS commitment to having a positive impact on local economies and national capacities is demonstrated through its approach to implementation of project services. In 2020, UNOPS-supported projects created 3.4 million days of paid work for local people, with 91 per cent infrastructure projects generating labour days (exceeding the ambition of 90 per cent set for the biennium 2020-2021). Directly supporting local economies and lessening environmental impacts by reducing emissions, 46 of procurement budgets were awarded to local suppliers in locations of operations where UNOPS maintains a physical presence.

As part of efforts to share UNOPS knowledge and expertise, approximately 48 per cent of relevant projects implemented by UNOPS reported contributing to developing national capacity, with 46 per cent for women, and 9 per cent for people with disabilities. Similarly, 45 per cent of relevant projects reported local community engagement activities, 40 per cent reported such activities for women, and 9 per cent for people with disabilities.

In terms of access to a range of basic facilities and services, 62 per cent of UNOPS infrastructure projects reported enabling access, 57 per cent enabled access for women, and 26 per cent for people with disabilities. Despite the unprecedented challenges of COVID-19, UNOPS generally maintained its overall level of national capacity development, local community engagement, and enabling access to facilities and services through project implementation, noting that the inclusion of women and people with disabilities would need continued attention.

UNOPS framework for sustainable implementation approaches and reporting for 2020-2021

The table below provides an overview of 2020 results against indicators as formulated in Annex II of the midterm review of the 2018-2021 strategic plan (DP/OPS/2020/5-Annexes). The baseline is as of 2019.

⁵ Ratio of recommendations closed by UNBOA in their report on the financial year ended December 2019 (A/75/5/Add.11) and recommendations considered implemented by UNOPS in the report to the Executive Board (DP/OPS/2021/1), to the overall number of open recommendations from prior years and newly issued recommendations listed by UNBOA in their 2019 report.

⁶ Excluding an unprecedented partner agreement signed in 2020 with the Government of Mexico.

Dimension	Sustainable implementation approach	Indicator	2019 baseline	2020-21 ambition	2020 result	
a) Equitable economic growth	<i>(i) Ensuring optimum value for money by pursuing effective management practices and investment strategies, upholding the principles of transparency and accountability, and considering appropriate exit strategies⁷</i>	Share of infrastructure projects generating labour days	90%	90%	91%	
		Number of labour days created for local workers	5 million	5 million	3.4 million	
	<i>(ii) Contributing to improved livelihoods through equitable employment opportunities for local workforces⁷</i>	Number of labour days created for local women workers	0.9 million	1.0 million	0.8 million	
		Number of labour days created for young local workers	0.7 million	1.0 million	1.2 million	
	<i>(iii) Supporting local communities through expanded market access and use of local suppliers wherever possible, including opportunities for women- and youth-owned businesses⁸</i>	Share of procurement with registered local suppliers ⁹	51%	55%	46%	
		Micro, small and medium-sized enterprises and women-owned businesses whose capacity has been developed	n/a	2,000	1,300	
		Women-owned businesses participating in tender processes	n/a	1,000	1,215	
		Value of tenders awarded to women-owned businesses	n/a	\$9.0 million	\$8.5 million	
	b) Social justice and inclusion	<i>(i) Exercising due diligence, respect for human rights and rights-based approaches, including for people with disabilities and other special-interest groups, and for advancing gender equality and empowerment of women and girls throughout implementation projects⁷</i>	Share of projects implementing national capacity-building in project delivery	55%	60%	48%
			... for women	47%	60%	46%
... for people with disabilities			16%	20%	9%	
<i>(ii) Engaging local communities and beneficiaries and ensuring equitable access to project benefits, with a particular emphasis on protecting the most vulnerable¹⁰</i>		Share of projects with local community engagement activities	45%	50%	45%	
		... for women	44%	50%	40%	
		... for people with disabilities	n/a	20%	9%	
<i>(iii) Facilitating access to food, water, sanitation, energy, health, education, justice and security-related service¹¹</i>		Share of infrastructure projects enabling access and use of facilities and/or services	62%	65%	62%	
		... for women	60%	65%	57%	
		... for people with disabilities	46%	50%	26%	
c) Environmental respect	<i>(i) Mitigating adverse impacts on the environment and improving biodiversity and ecological resilience</i>	Share of infrastructure projects with significant direct or indirect impact on biodiversity ¹²	16%	15%	10%	
		Share of infrastructure projects directly protecting and/or restoring habitat areas ¹³	10%	15%	8%	
	<i>(ii) Using renewable resources, taking into account the interactions between human development and environmental sustainability</i>	Share of UNOPS energy consumption from renewable energy sources ¹⁴	7%	8%	7%	
	<i>(iii) Encouraging environmentally responsible supply chains for project implementation</i>	Share of new suppliers for major contracts screened using environmental criteria ¹⁵	n/a	50%	67%	
		Share of suppliers completing corrective action and preventive action plans ¹⁶	n/a	50%	33%	

⁷ Global Reporting Initiative 203-2: Significant indirect economic impacts; ⁸ GRI 204: Procurement practices; ⁹ GRI 204-1: Proportion of spending on local suppliers;

¹⁰ GRI 413-1: Operations with local community engagement, impact assessments, and development programmes; ¹¹ GRI NGO4: Measures to integrate gender and diversity into programme design and implementation; ¹² GRI 304-2: Significant impacts of activities, products, and services on biodiversity; ¹³ GRI 304-3: Habitats protected or restored; ¹⁴ GRI 302-1: Energy consumption within the organization; ¹⁵ GRI 308-1: New suppliers that were screened using environmental criteria;

¹⁶ GRI 308-2: Environmental impacts in the supply chain.