

## UNOPS expanded results framework, 2022-2025

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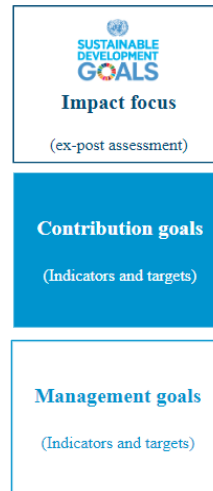
## Overview

1. The restated strategic plan, 2022-2025 sets out an expanded results framework with strategic priorities for focus on impact, contributions and management results. The framework sets direction and enables performance management in a dynamic demand-driven operating environment.
2. The theory of change is that the more UNOPS intentionally focuses its actions for impact, and designs them based on its quality standards, the more likely its contributions are to be effective.
3. The results framework has three levels:

(a) Why - Impact focus - ambitions for impact to accelerate countries' achievement of SDGs for the benefit of the most vulnerable people;

(b) What - Contribution goals - contributions enabling partners by expanding their capacity through cost-effective and sustainable implementation<sup>1</sup> helping people and supporting countries; and

(c) How - Management goals - management of people and culture creating value for partners via excellent processes and prudent financial stewardship.



4. The framework has been tailored to the UNOPS implementation role which is different from that of agencies, funds and programmes. At the impact level focus is on Goals without presumption of a global sectorial or normative policy mandate or intent.
5. Both the contribution and management goals concern actions that are within the control of the organization. These two levels have indicators and targets that will be subject to regular internal monitoring and review, and annual reporting to the Executive Board. The reporting may draw on statutory and other reporting requirements of the United Nations system.
6. Indicators and targets may from time to time be reviewed and revised, and presented to the Executive Board via the organization's biennial budget estimates. It is envisaged that the 2023 performance reported in the Annual Report of the Executive Director, 2023 will provide baselines for the 2024-2025 biennium.
7. The impact level of the framework has been designed with a view to the fact that our role is not programmatic (decision 2023/4), and what we contribute is in response to partners' demand. This results in flexible but uneven geographic and thematic deployment of effort. Thus, realistic ex-ante prediction of global targets for impact is impossible.
8. The framework clarifies the Goals and other areas for which identification of lessons learned via ex post assessment and evaluation may be warranted. This in lieu of global country or people focused indicators or targets for impact.

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<sup>1</sup> Sustainable implementation should for this purpose be understood as the application of approaches taking into account cross-cutting economic, social and environmental issues, including, but not limited to, relevant aspects of sustainable development goals 5, 8, 10 and 13. This may include mainstreaming of gender equality and social inclusion in projects, and social and environmental safeguards.

9. It is envisaged that ex post assessments will be conducted annually and form part of an internal annual impact review which will help identify and action lessons learned prior to annual reporting to the Executive Board. This is part of our response to the Executive Board’s request for systematic analysis and reporting on contributions (decision 2021/20).

#### A. Why - ambitions for impact

10. Ambitions for impact are focused on: (a) specific SDGs; (c) the most vulnerable people, and (c) countries of presence. Performance will be subject to targeted ex post thematic evaluation, portfolio review, and country-level reporting, reinforced by enhanced capacity for systematic deployment of the strategic plan.



#### *Impact for specific SDGs*

11. We can expand implementation capacity for all the Goals. The substantive focus of our activities is ultimately a function of partners’ demand. The analysis behind the restated strategic plan, 2022-2025 highlighted that support for some Goals is likely to be in higher demand than support for other Goals.

12. The Goals and substantive areas that seem to lend themselves for specific focus include:

- (a) Goal 3, ‘good health and well-being’
- (b) Goal 13, ‘climate action’, including Goal 7, ‘affordable and clean energy’, as an end in itself, and as a cross-cutting issue for focus in everything we do.
- (c) Goal 16, ‘peace, justice and strong institutions’ this from the perspective of our ability to respond in even the most fragile situations, and the advice we can channel for development of institutional capacity for public procurement and infrastructure.

#### *Thematic evaluation*

13. On an annual basis we aim to more systematically assess the effect of our activities in these and other areas via **externally commissioned thematic evaluation(s) focused on one or more of the Goals**. We aim to report our findings and lessons learned to the Executive Board pursuant to an internal annual impact review.

14. The externally conducted thematic evaluations are envisaged to draw on quality management, self-evaluation and project-level evaluations commissioned by our partners, as well as on more systematic country and regional documentation of relevant project examples.

### *Portfolio analysis*

15. Thematic evaluations will be a supplement to the portfolio analysis we have been conducting on a recurrent basis over the past decade. In 2022, for the first time also with associated Goals that had been verified by the project manager. We will continue to assess and report our level of activity based on United Nations data standards.

16. Over the coming years we will aim to further automate the portfolio analysis by ensuring early and precise recording of project information and relevant metadata, and by putting in place systems that can extract and display real-time data, including information on the goals to which we make direct and indirect contributions on behalf of our partners.

17. Through this we aim to gradually make our **portfolio analysis available as a transparent realtime source of information on our activities**. We will provide an annual analytical digest to the Executive Board pursuant to an internal annual impact review.

18. In addition to external transparency and reporting, systematic maintenance of and access to multidimensional project data will also aid internal identification of context-specific integrated solutions that can be transferred across regions in response to the needs of people and countries in similar situations, as well as pinpointing of projects of relevance for servicing of various thematic reporting requirements emanating from the United Nations system.

### *Impact for the most vulnerable people*

19. The analysis behind the restated strategic plan, 2022-2025 highlighted a need and intent across the organization to further focus efforts for impact for the most vulnerable people. This regardless of whether they live in the least developed countries, landlocked developing countries, small island developing States, countries in fragile and conflict-affected situations, or middle income countries.

20. We will focus and substantiate the impact we have for the most vulnerable people via targeted collection of project examples illustrating the breadth of how our activities respond to the needs of the most vulnerable people.

### *Project case studies and examples*

21. On an annual basis we will aim to substantiate this based on **10 to 15 project case studies and examples from across the five regions**. For this we will develop a new internal reporting mechanism for collection and vetting of case studies and examples informing subsequent reporting to the Executive Board pursuant to an internal annual impact review.

22. To enable more systematic analysis we may complement the association of projects with the Goals, with early tagging of projects with particular measures to support the most vulnerable people and explore measures to more systematically account for the number of people we help.

### *Impact for SDGs in countries of presence*

23. Like our substantive focus, our country-presence is ultimately a function of partners' priorities for where they need us to help expand their implementation capacity. Notwithstanding, we want to be more systematic and articulate about the contributions we make to accelerating achievement of the Goals in the countries where we are present, be they countries in special and fragile situations or other programme countries.

*Country-level reporting*

24. The regional directors shall determine in which countries our presence provides sufficient critical mass for the relevant UNOPS representative to provide country-level narrative reporting on the contributions to the Goals in the country.

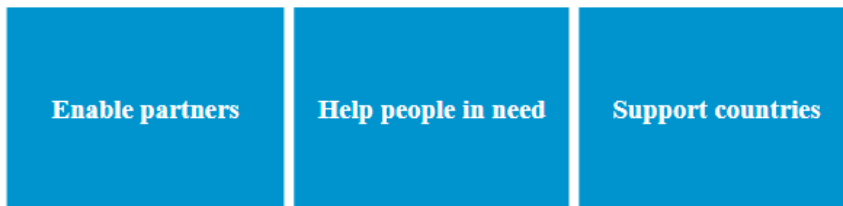
25. On an annual basis we will aim to develop **5 to 10 country-level reports illustrating the contributions we make in different geographical and operational contexts, including nexus and SIDS**. The specific focus of country-level reporting may be further calibrated based on various thematic reporting requirements emanating from the United Nations system.

26. It is envisaged that this reporting will draw on reporting produced for the development system, including via 'UN info' and SDG output reporting. For this we will develop a new internal reporting mechanism for collection and vetting of country-level reports informing subsequent reporting to the Executive Board pursuant to an internal annual impact review.

**B. What - contribution goals**

27. Three contribution goals provide operational focus and reinforce impact ambitions. They affirm our three-pronged commitment to: (a) enable partners, (b) help people in need, and (c) support countries. Each goal is supported by three drivers:

- (a) We want to *enable partners* through cost-effective project services
  - (i) Respond to partner focus
  - (ii) Focus on partner needs and global Goals
  - (iii) Enable sustainable supply
  
- (b) We want to *help people in need* through sustainable implementation
  - (i) Respond through sustainable implementation approaches
  - (ii) Focus on gender mainstreaming and inclusion
  - (iii) Enable climate mitigation and adaptation
  
- (c) We want to *support countries* in accelerating achievement of the Goals
  - (i) Respond through technical analysis
  - (ii) Focus on country priorities
  - (iii) Enable national capacity



### ***Enable partners***

28. We want to *enable partners* through cost-effective project services.

#### *Respond to partner focus*

29. Our partners work across humanitarian, development and peace efforts. Their substantive focus spans most development sectors and Goals. We can expand implementation capacity for all Goals, and respond based on capacity gained from experience and developed in anticipation of needs and demand.

30. Our partners and management indicate future demand for services to support health and climate change, including renewable energy. We will harness our capacity in these areas. We will also unpack our capacity to respond in the most challenging operational contexts, including to expand capacity for partners' humanitarian response in complex emergencies. Based on experience we will reverse-engineer cost-effective support services and integrated solutions expanding partners' capacity for future benefits for people and countries.

#### *Focus on partner needs and global Goals*

31. We will more clearly agree with partners for which Goals it set out to contribute - directly or indirectly - including by identifying the envisaged theory of change. This will aid knowledge generation. Supported by digital systems it will enable quick qualitative responses to partners with objectives where the organization has past experience.

32. We will encourage partners to include evaluations in the scope of the projects we implement on their behalf, and that the UNOPS contributions are considered in evaluations undertaken by partners. We will be more systematic in tapping these for lessons learned, including through thematic evaluations. We will develop new digital tools and procedures to capture, understand and learn from our interventions to help people in need.

33. These evaluations may focus upstream, on the theory of change behind our interventions, or downstream, on outcomes and impacts enabled through direct or indirect contributions expanding partners' capacity to support the Goals.

#### *Enable sustainable supply*

34. We will enable sustainable supply through capacity development of suppliers in local supply chains. We will focus on human rights, labour rights, ethical conduct, prevention of sexual exploitation and abuse, and environmental responsibility. We will target capacity development for micro-, small- and medium-sized enterprises, and women- and youth-owned businesses.

### ***Help people in need***

35. We want to *help people in need* through sustainable implementation.

#### *Respond through sustainable implementation approaches*

36. We apply sustainable approaches to mainstreams cross-cutting economic, social and environmental concerns based on the context and nature of the activities we perform. We see Goals 5, 8, 10, and 13 as central, but not exhaustive, considerations for sustainable implementation. In response to Goal 12 we will harness efforts for economic, social and environmental effect through sustainable procurement.

37. We want to make it easier to ensure that social and environmental safeguards are embedded when new engagements are agreed. We will maintain our framework with indicators for

monitoring and reporting on sustainable implementation and make adjustments based on the lessons we learn.

*Focus on gender mainstreaming and inclusion*

38. We are committed to human rights for all, and mainstream gender, inclusion and diversity in our engagements, including for people with disabilities and other vulnerable groups. We safeguard for prevention of sexual harassment and sexual exploitation and abuse in all activities. We want to be better at accounting for the people we help, particularly the most vulnerable.

*Enable climate mitigation and adaptation*

39. We support the campaign to combat climate change, biodiversity loss and ecosystem degradation, and are firmly committed to greening the blue. We will strengthen measures to ensure our infrastructure and procurement projects consider greenhouse gas emissions, including to better capture the effect of scope 3 emissions. We will also increase attention to adaptation and efforts to minimize and avert loss and damage.

***Support countries***

40. We want to *support countries* in accelerating achievement of the Goals.

*Respond through technical analysis*

41. We recognize that governments of programme countries have demand for technical advice on public procurement and infrastructure. We are ready to support common country analyses to identify needs and priorities for transparent and fair public procurement and infrastructure.

*Focus on country priorities*

42. We will develop our plans for countries of presence in response to country priorities set in Cooperation Frameworks, national development plans, or nationally determined contributions. We can be a resource for expanding capacity for all the Goals, and will be particularly attentive to imparting our expertise towards health and climate change objectives. We will unpack our capacity to respond in special and fragile situations, and support development of institutional capacity for public procurement and infrastructure.

*Enable national capacity*

43. We will support development of national capacity for fair, transparent public procurement and infrastructure. We will build on our experience to develop an offer through which we, together with partners, can contribute to all interested national institutions, as stand-alone expertise or a complement to implementation management.

***Contribution indicators and targets***

44. The below tables provide an overview of contribution targets and indicators in the expanded results framework. They will be cascaded across relevant operating units within regional structures. Monitoring will primarily be performed by the headquarters units responsible for infrastructure, procurement and project management.

45. Performance against targets is anticipated to be subject of internal review twice per year. Once by mid-year in advance of the global leadership meeting; and once in the beginning of the year as in advance of the preparation of the annual report of the Executive Director to the Executive Board.

<b>1. We want to <u>enable partners</u> through cost-effective project services</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>1.a. Respond to partner focus</b> (i) Share of focus partners* engaged in projects with health or climate change objectives	(i) 80%
<b>1.b. Focus on partner needs and global Goals</b> (i) Share of projects undergoing a project evaluation (ii) Share of all ongoing projects that are associated with a primary SDG	(i) 5% (ii) 95%
<b>1.c. Enable sustainable supply</b> (i) Share of suppliers awarded a tender via eSourcing that are screened for supplier sustainability (ii) Share of suppliers assessed to be high risk, for which capacity development activities are identified	(i) 80% (ii) 80%
*Focus partners as determined by the partnerships and liaison group in consultation with regional directors.	

<b>2. We want to <u>help people in need</u> through sustainable implementation</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>2.a. Respond through sustainable implementation approaches</b> <i>(develop a composite indicator for the application of sustainable implementation approaches based on <a href="#">existing indicator framework</a>)</i>	(i) 95%
<b>2.b. Focus on gender mainstreaming and inclusion</b> (i) Share of principal projects* that have gender mainstreaming and social inclusion, with budget for related activities	(i) 60%
<b>2.c. Enable climate mitigation and adaptation</b> (i) Share of infrastructure and procurement projects that consider greenhouse gas emissions and propose options for reduction or concern climate adaptation, and have budget for related activities	(i) 80%
*For this purpose projects classified by UNOPS as category 2 & 3 will be considered 'principal'.	

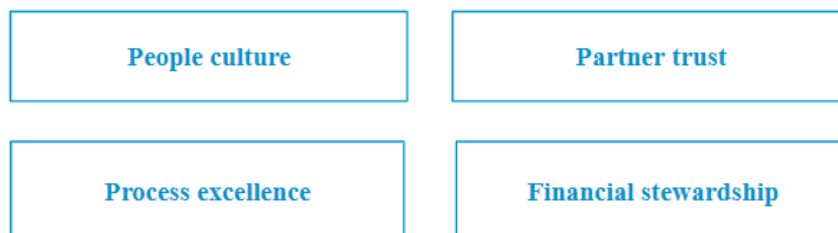
<b>3. We want to <u>support countries</u> in accelerating achievement of the Goals</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>3.a. Respond through technical analysis</b> (i) Share of UNOPS countries of presence* with Country Capacity Assessment that included <a href="#">infrastructure and/or procurement capacity assessments</a> (lite) (ii) Share of UNOPS countries of presence with Cooperation Frameworks developed in 2022-2025 that include focus on public procurement** and infrastructure	(i) 80% (ii) 80%
<b>3.b Focus on country priorities</b> (i) Share of countries of presence supported through projects with health or climate change objectives (ii) Plans for countries of presence are developed and reflect current Cooperation Frameworks, national development plans, and/or nationally determined contributions	(i) 80% (ii) 95%
<b>3.c. Enable national capacity</b> Share of new public procurement and infrastructure projects which include activities for capacity development of national institutions with budgeted outputs	(i) 80%
*Countries of presence are countries and territories where UNOPS has strategic intent to maintain or establish a country or multi-country office during the strategy period. **'Public procurement projects' refers to projects where UNOPS is providing multi-year procurement support directly to the national government.	



### **C. How - management goals**

46. Four management goals provide management focus to support realization of the contribution goals, The management goals span: (a) people culture, (b) partner trust; (c) process excellence and (d) financial stewardship. Each goal is supported by three drivers:

- (a) People culture: We want an inclusive, fair and positive workplace culture where people can contribute, grow and develop.
  - (i) Embrace a culture of United Nations values
  - (ii) Attract, recognize and develop talent
  - (iii) Reinforce accountability for leadership and a conducive culture
- (b) Partner trust: We want to build trust and create value with partners.
  - (i) Preserve partner trust
  - (ii) Collaborate for value
  - (iii) Demonstrate transparency for purpose
- (c) Process excellence: We want to enable cost-effective operations through digital processes.
  - (i) Manage processes and energy efficiency
  - (ii) Respond to oversight recommendations
  - (iii) Innovate operations platform and services
- (d) Financial stewardship: We want to balance risks and opportunities through adequate resourcing.
  - (i) Adequately resource organizational capacity
  - (ii) Ensure transparent and fair financial management for partners
  - (iii) Enable accurate financial planning



### ***People culture***

47. We want an inclusive, fair and positive workplace culture where people can contribute, grow and develop.

#### *Embrace a culture of United Nations values*

48. We will continue to target efforts towards gender parity and inclusion and diversity in the workforce. We will maintain our firm commitment to the Secretary-General's zero-tolerance policy on sexual exploitation and abuse, and to ensuring our workplace is free of discrimination and harassment of any kind.

#### *Attract, recognize and develop talent*

49. We will seek to find new and innovative ways to attract, harbor and quality assure the benches with functional and substantive expertise we need in order to enable our partners, including their increasing call for integrated solutions.

50. We remain committed to ensuring that personnel and supervisors engage regularly for dialogue and feedback on performance and professional development. We ensure that all personnel have opportunities to engage in learning and development including through introduction to and awareness of requirements and expectations within the United Nations.

#### *Reinforce accountability for leadership and a conducive culture*

51. We recognize that people are our most important asset. With the right people leadership we enhance our ability to enable our partners to support countries and help people in need. We will initiate a comprehensive culture review to understand and address the wavering level of engagement of our workforce.

52. We are committed to protecting health and safety and will drive forward our global initiative 'Goal Zero', which focuses on reducing accidents, injuries, and illnesses across our operations.

### ***Partner trust***

53. We want to build trust and create value with partners.

#### *Preserve partner trust*

54. The trust of our partners is indispensable. We will continue to seek to earn it through the value we are able to create for them. We will engage collaboratively to ensure that mutual expectations are, and remain clear, as we expand their implementation capacity. We will build new systems and tools to help our proactive engagement during implementation progress, including for dialogue on course correction if assumptions or the operational context change.

#### *Collaborate for value*

55. We want our partners to have trust in us to always seek to go beyond in our service to others. We want to find the best possible ways to expand their capacity to support countries and help people in need. We want to learn from experience - good or bad - to give back knowledge to current and future partners, transferring experience within and across sectors, Goals and country contexts.

#### *Demonstrate transparency for purpose*

56. We will communicate systematically to raise awareness and demonstrate the breadth of our functional expertise and the depth of our capacity in thematic focus areas, including health,

climate change and renewable energy. We will emphasize our commitment to gender, diversity and inclusion, and other safeguards in the projects we implement for our partners.

57. We will continue to align our data with United Nations standards and enhance transparency by publishing information on the partners, Goals and countries supported through our global portfolio of projects. We will explore the utility of using artificial intelligence for substantive examination and analysis of our global portfolio.

### ***Process excellence***

58. We want to enable cost-effective operations through digital processes.

#### *Manage processes and energy efficiency*

59. We want to ensure that authority is aligned with responsibility, that the right people in the right place have the delegation of authority they need to manage by exception. We want to have checks and balances calibrated based on cost-benefit and risks, and ensure that flexibility implies accountability for results and United Nations values and principles.

60. We believe in ‘greening the blue’ and will continue to reduce our emissions of greenhouse gas. We will explore how we can better capture the effect of scope 3 emissions in our supply chain and ensure that our partners are conscientious of externalities and alternatives..

#### *Respond to oversight recommendations*

61. We will respond quickly to all oversight recommendations, including by deploying additional resources for accelerated implementation if needed. We will set internal targets within our performance management framework and continue to monitor and benchmark our performance internally and externally.

#### *Innovate operations platform and services*

62. We will take a holistic approach to our enterprise architecture to ensure that our processes and information systems are fit for purpose, integrated, and enable us to respond through sustainable, cost-effective support services and integrated solutions. We will build system capabilities for (a) attracting and managing our talent, (b) public procurement, and (c) portfolio, programme, and project management. Overarching capabilities for knowledge management, and data will be at the centre of our digitalisation initiatives.

### ***Financial stewardship***

63. We want to balance risks and opportunities through adequate resourcing.

#### *Adequately resource organizational capacity*

64. We will ensure that our organizational capacity is resourced according to the requirements of a United Nations organization. We will evolve our institutional backbone in line with the need to develop and manage our global portfolio of projects based on partner requirements and available technology.

#### *Ensure transparent and fair financial management for partners*

65. We target zero net revenue aligned with the strategic plan cycle to avoid accumulation of excess reserves. We will continue to adapt our cost recovery model to ensure transparent and fair cost recovery, in alignment with the cost classification of the High-level Committee on Management Finance and Budget Network.

*Enable accurate financial planning*

66. We will enable accurate financial planning through iterative forecasting throughout the project cycle, facilitating timely response to our commitments to partners and providing the organization with a robust outlook of future requirements. We will buttress our outlook by accurately gauging our responsibilities toward partners where we serve as principal or agent.

**Management indicators and targets**

67. The below tables provide an overview of management targets and indicators in the expanded results framework. Depending on the approach, some targets and indicators may be cascaded across relevant operating units. Monitoring will be done by the headquarters unit with policy responsibility and collated through corporate management reporting.

68. Performance against targets is anticipated to be subject of internal review at regular intervals throughout the year, including an annual review in the beginning of the year in advance of the preparation of the annual report of the Executive Director to the Executive Board.

<b>1. People culture: We want an inclusive, fair and positive workplace culture where people can contribute, grow and develop.</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>1.a. Embrace a culture of United Nations values*</b> (i) Share of corporate targets met on gender and diversity (ii) Share of corporate targets met on PSEAH	(i) 95% (ii) 95%
<b>1.b. Attract, recognize and develop talent</b> (i) Share of personnel completing timely performance appraisals (ii) Completion of percentage of mandatory training	(i) 98% (ii) 95%
<b>1.c Reinforce accountability for leadership and a conducive culture</b> (i) Level of people engagement (people/pulse surveys) (ii) Share of offices safeguarding health and safety to achieve Goal Zero	(i) 4.0 (ii) 100%
*Gender and Diversity, as well as PSEAH indicators to be further defined pursuant to 2023 year-end reviews.	

<b>2. Partner trust: We want to build trust and create value with partners</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>2.a. Preserve partner trust</b> (i) Share of partners where expectation for timely completion of project targets are met (ii) Share of partners that express trust in UNOPS	(i) 75% (ii) 85%
<b>2.b Collaborate for value</b> (i) Share of integrated solutions with complete documentation and published project examples (ii) Share of project examples with integrated solutions replicated for new partners and/or contexts	(i) 25% (ii) 20%
<b>2.c Demonstrate transparency for purpose</b> (i) Share of UN data standards implemented (ii) Share of country and multi-country offices reporting through UN INFO	(i) 100% (ii) 80%

<b>3. Process excellence: We want to enable cost-effective operations through digital processes</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>3.a Manage processes and energy efficiency</b> (i) Share of corporate targets met on process excellence* (ii) Relative reduction of air travel emissions**	(i) 95% (ii) TBD
<b>3.b Respond to oversight recommendations</b> (i) Implementation rate for internal audit recommendations (ii) Share of corporate targets met on oversight recommendations	(i) 95% (ii) 90%
<b>3.c Innovate operations platform and services</b> (i) Share of initiatives under the digital transformation programme*** completed (ii) Share of projects for which time, cost and scope are tracked via digital systems	(i) 60% (ii) 95%
*Process excellence indicators to be defined pursuant to process reviews and in the context of UNOPS digital transformation. **Measured as tons per UNOPS personnel for duty and entitlement travel. ***The programme will be defined by the end of 2023.	

<b>4. Financial stewardship: We want to balance risks and opportunities through adequate resourcing</b>	
<b>Drivers and indicators</b>	<b>Target 2025</b>
<b>4.a. Adequately resource organizational capacity</b> (i) Ratio of management (indirect) expense in relation to total project (direct) expense (ii) Share of UNOPS multi-country and country offices resourced in line with standard organizational design	(i) 4-7% (ii) 95%
<b>4.b Ensure transparent and fair financial management for partners</b> (i) Fair cost recovery through zero net revenue within strategic plan cycle (ii) Share of financial client reports submitted on time	(i) TBD (ii) 95%
<b>4.c Enable accurate financial planning</b> (i) Share of projects forecasting throughout project duration (ii) Share of projects where outputs guide project classification (principal/agent)	(i) 95% (ii) 100%