

Annex I

UNOPS expanded results framework 2024-2025 by functional cluster and resources

1. UNOPS has aligned its budget for the biennium 2024-2025 with the harmonized presentation adopted by UNDP, UNFPA, UNICEF and UN-Women based on decisions 2020/12, in which the Executive Board approved harmonized approaches for cost-classification, results-based budgeting and budget presentation.

2. As an integral part of the budget estimates 2024-2025, and aligned with the restated strategic plan 2022-2025 and its enclosure, the below table provides an overview of UNOPS strategic goals, drivers, indicators and targets, as well as the corresponding resourcing, by harmonized functional cluster.

3. Complementing final reporting on the 2022-2023 biennium, UNOPS aims to tentatively report on 2023 results taking into account the present framework. Given the expansion of the results framework and the introduction of new indicators, the 2023 reporting process will also serve as an opportunity to establish baselines across indicators, where possible, and potentially to adjust and/or introduce relevant 2025 targets based on these baselines, if needed.

Table 1. UNOPS expanded results framework 2024-25 by functional cluster and resources

Harmonized functional cluster	Driver	Indicator	Target 2025	Management resources 2024-2025 (in \$ millions)
Leadership and corporate direction				
<i>Contribution goal 1:</i> Enable partners through cost-effective project services	(i) Respond to partner focus	Share of focus partners engaged in projects with health or climate change objectives	80%	57.2
	(ii) Focus on partner needs and global Goals	Share of projects undergoing a project evaluation	5%	
		Share of all ongoing projects that are associated with a primary SDG	95%	
	(iii) Enable sustainable supply	Share of suppliers awarded a tender via eSourcing that are screened for supplier sustainability	80%	
		Share of suppliers assessed to be high risk, for which capacity development activities are identified	80%	
Corporate external relations and partnerships, communications and resource mobilization				
<i>Management goal 2:</i> Partner trust - build trust and create value with partners.	(i) Preserve partner trust	Share of partners where expectation for timely completion of project targets are met	75%	68.0
		Share of partners that express trust in UNOPS	85%	
	(ii) Collaborate for value	Share of integrated solutions with complete documentation and published project examples	25%	
		Share of project examples with integrated solutions replicated for new partners and/or contexts	20%	
	(iii) Demonstrate transparency for purpose	Share of UN data standards implemented	100%	
		Share of country and multi-country offices reporting	80%	

		through UN INFO		
Country office oversight, management and operations support				
<i>Contribution goal 2:</i> Help people in need through sustainable implementation	(i) Respond through sustainable implementation approaches	Share of corporate ambitions met on sustainable implementation approaches	95%	73.5
	(ii) Focus on gender mainstreaming and inclusion	Share of principal projects that have gender mainstreaming and social inclusion, with budget for related activities	60%	
	(iii) Enable climate mitigation and adaptation	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	80%	
<i>Contribution goal 3:</i> Support countries in accelerating achievement of the Goals	(i) Respond through technical analysis	Share of UNOPS countries of presence with Country Capacity Assessment that included infrastructure and/or procurement capacity assessments (lite)	80%	
		Share of UNOPS countries of presence with Cooperation Frameworks developed in 2022-2025 that include focus on public procurement and infrastructure	80%	
	(ii) Focus on country priorities	Share of countries of presence supported through projects with health or climate change objectives	80%	
		Plans for countries of presence are developed and reflect current Cooperation Frameworks, national development plans, and/or nationally determined contributions	95%	
	(iii) Enable national capacity	Share of new public procurement and infrastructure projects which include activities for capacity development of national institutions with budgeted outputs	80%	
Corporate human resources management & Staff and premises security¹				
<i>Management goal 1:</i> People culture - inclusive, fair and positive workplace culture where people can contribute, grow and develop.	(i) Embrace a culture of United Nations values	Share of corporate targets met on gender and diversity	95%	15.5
		Share of corporate targets met on PSEAH	95%	
	(ii) Attract, recognize and develop talent	Share of personnel completing timely performance appraisals	98%	
		Completion of percentage of mandatory training	95%	
	(iii) Reinforce accountability for leadership and a conducive culture	Level of people engagement (people/pulse surveys)	4.0	3.7
		Share of offices safeguarding health and safety to achieve Goal Zero	100%	

¹ 'Staff and premises security' is covered by the indicator on 'Share of offices safeguarding health and safety to achieve Goals Zero'

Corporate financial, information and communications technology and administrative management				
<i>Management goal 3:</i> Process excellence - enable cost-effective operations through digital processes.	(i) Manage processes and energy efficiency	Share of corporate targets met on process excellence	95%	61.4
		Relative reduction of air travel emissions	TBD	
	(ii) Respond to oversight recommendations	Implementation rate for internal audit recommendations	95%	
		Share of corporate targets met on oversight recommendations	90%	
	(iii) Innovate operations platform and services	Share of initiatives under the digital transformation programme completed	60%	
		Share of projects for which time, cost and scope are tracked via digital systems	95%	
Corporate oversight and assurance				
<i>Management goal 4:</i> Financial stewardship - balance risks and opportunities through adequate resourcing.	(i) Adequately resource organizational capacity	Ratio of management (indirect) expense in relation to total project (direct) expense	4-7%	45.7
		Share of UNOPS multi-country and country offices resourced in line with standard organizational design	95%	
	(ii) Ensure transparent and fair financial management for partners	Fair cost recovery through zero net revenue within strategic plan cycle	TBD	
		Share of financial client reports submitted on time	95%	
	(iii) Enable accurate financial planning	Share of projects forecasting throughout project duration	95%	
		Share of projects where outputs guide project classification (principal/agent)	100%	
Total management resources				325.0