



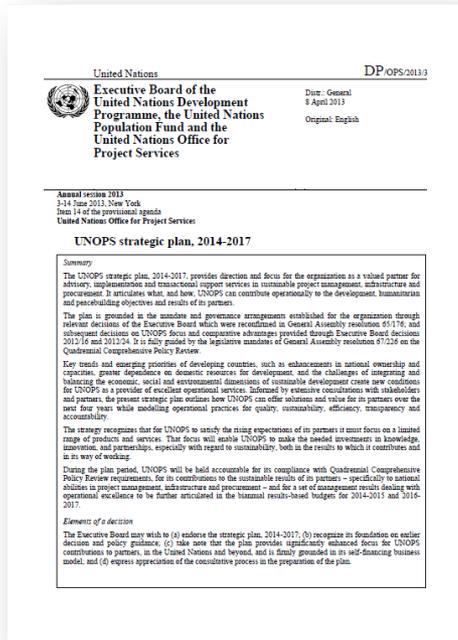
The UNOPS Strategic Plan 2014 - 2017

Sustainability, Focus, and Excellence

UNOPS STRATEGIC PLAN 2014 - 2017

Sustainability, Focus, and Excellence

Who we are
What we do
Who we work with
How we chart the course
Who keeps us on course
How we stay the course



WHO WE ARE

Global reach and tangible results

In 2013, UNOPS

- managed **1,230 projects worth \$1.14 bn.** for \$69 mil. management expense
- had **7,600 personnel** working in >20 office in **80 countries** worldwide
- contributed to the results of partners through **logistical, technical, and management support**



UNOPS has a **self-financing** business model.

WHO WE ARE

Our mission, vision and values embodies the UNOPS identity

The UNOPS mission is to serve people in need by expanding the ability of the United Nations, governments and other partners to manage projects, infrastructure and procurement in a sustainable and efficient manner.

The UNOPS vision is to advance sustainable implementation practices in development, humanitarian and peace building contexts, always satisfying or surpassing partner expectations.

The UNOPS values are grounded in the UN Charter and GA mandates:

- National ownership and capacity
- Accountability for results and transparency
- Partnerships and coordination
- Excellence



WHAT WE SET OUT TO DO IN 2014-2017

UNOPS – sustainability, focus and excellence

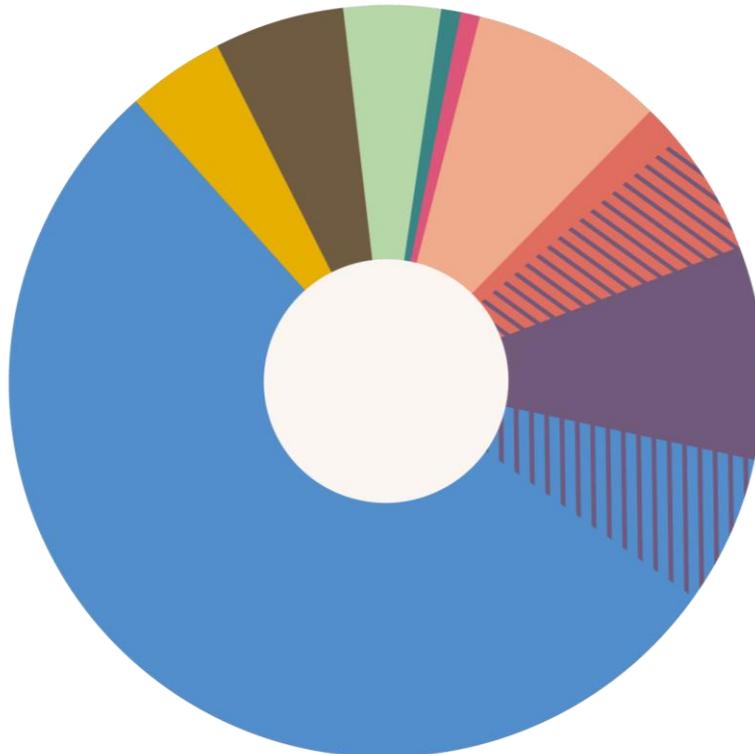
UNOPS supplement and develop the capacity of partners to **manage projects, infrastructure and procurement** in a **sustainable** manner.

We strive for organizational **excellence**. Through world-class performance **standards and best practice** we contribute to partners' impact in **development, humanitarian and peacebuilding operations**.

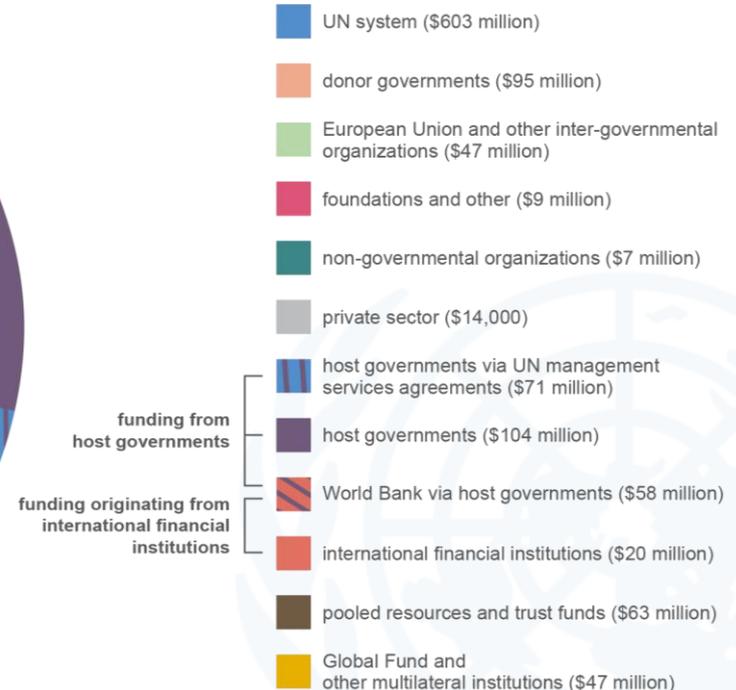
Focused on core areas of **mandate and recognized expertise** we provide efficient transactional support, effective project implementation, and advice on technical and management capacity.

WHO WE WORK WITH

We can work with many different partners, including the United Nations, governments, intergovernmental institutions, international and regional financial institutions, foundations, the private sector and non-governmental organizations.



TOTAL DELIVERY \$1.14 BILLION



HOW WE CHART THE COURSE

Partner's initial reaction to Strategic Plan 2014 - 2017

To check if we were directionally correct we asked 234 of our partners, in May 2013:

In selecting implementing partners, the respondents would attach importance to:

- Their respect for national ownership and approach to capacity development: 89%
- Their ability to incorporate and account for contributions to economic, social and environmental sustainability: 89%
- The efficiency and quality of the products and services they offer: 94%
- Their accountability for results and transparency: 93%



HOW WE CHART THE COURSE

Committed to development effectiveness and sustainable development

Busan Partnership for Effective Development Co-operation (4th High Level Forum)

- Development effectiveness and transparency
- New partnerships and fragile states



Rio+20 - The future we want (A/CONF.216/L.1)

- Economic, social and environmental sustainability
- Development of national capacity



Report of the Secretary-General's High-level Panel on the post-2015 Development Agenda,

- A new global partnership: eradicate poverty and transform economies through sustainable development



We are following closely the process for establishment of the sustainable development goals which will chart the course for **the post-2015 development agenda**

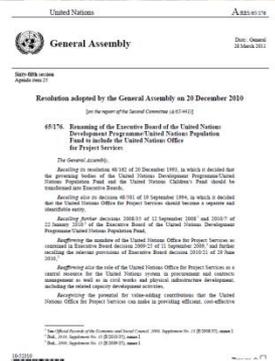
WHO KEEPS US ON COURSE

Clear mandate and solid governance

UNOPS mandate and governance has evolved much since we were established as a Project Execution Division in UNDP in 1973, and the initial establishment of UNOPS as a “separate and independently identifiable entity” in 1995 (GA decision 48/501).

General Assembly resolution 65/176, in 2010, and subsequent decisions of the Executive Board provide a **clear UNOPS mandate** and **solid governance** arrangements.

In keeping with other United Nations organizations UNOPS Executive Director, at the level of Under-Secretary-General, is **directly accountable to the Secretary-General and the Executive Board of UNDP, UNFPA and UNOPS.**



WHO KEEPS US ON COURSE

The Executive Board further clarified the **UNOPS mandate** through its decision on the UNOPS Strategic Plan 2014-2017 (EB decision 2013/23):

Sustainability

Welcoming the emphasis on sustainability, national ownership and capacity development, specifically re-confirming UNOPS role in developing national capacity in its areas of expertise.

Focus

Welcoming the enhanced focus of UNOPS services in its three mandated areas of expertise: procurement, infrastructure and project management, providing implementation, transactional and advisory services.

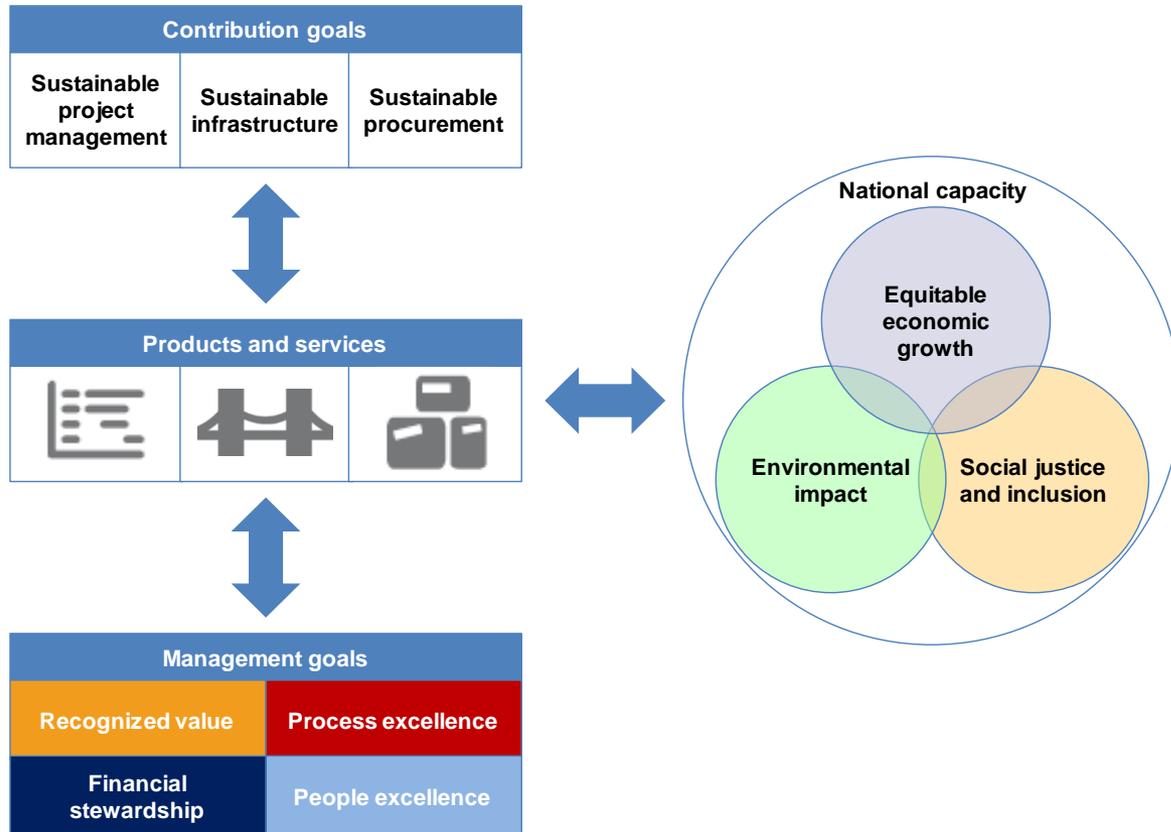
Excellence

Encouraging UNOPS contribution to innovation and the adaptation of best-practice standards in its mandated areas of work.



HOW WE STAY THE COURSE – THE 2014-2017 RESULTS FRAMEWORK

Operational results: guide and provide **focus for UNOPS contributions** to the operational results of partners and their achievement of development outcomes



Sustainability: UNOPS approach is framed by the three mutually reinforcing dimensions of sustainability

Management results: provide direction to how UNOPS ensures the viability of its self-financing business model and builds an organization able to realize its vision of **organizational excellence**

FOCUS - HOW WE STAY THE COURSE

Contribution goals providing direction

- **Sustainable Project Management:** To contribute to the ability of countries to *design and implement projects* while integrating and balancing social, environmental and economic considerations
- **Sustainable Infrastructure:** To contribute to the ability of countries to *design, construct and maintain infrastructure*, integrating and balancing social, environmental and economic considerations
- **Sustainable Procurement:** To contribute to the ability countries to *manage public procurement and supply chains*, integrating and balancing social, environmental and economic considerations

Contribution goals		
Sustainable project management	Sustainable infrastructure	Sustainable procurement

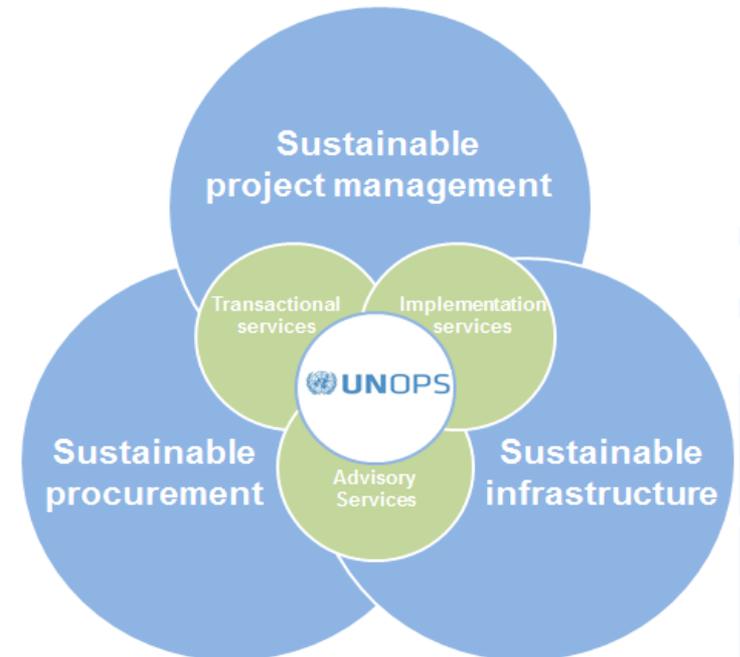
FOCUS - HOW WE STAY THE COURSE

We focus our operations in **three core areas of expertise**:

- Project management
- Infrastructure
- Procurement

Within these areas, we offer **three types of services** that are tailored to the needs of partners:

- **Advisory**: developing management and technical capacity in project management, infrastructure and procurement.
- **Implementation**: implementing partners' projects efficiently and effectively with the involvement of stakeholders.
- **Transactional**: providing stand-alone procurement, human resources and other management services.



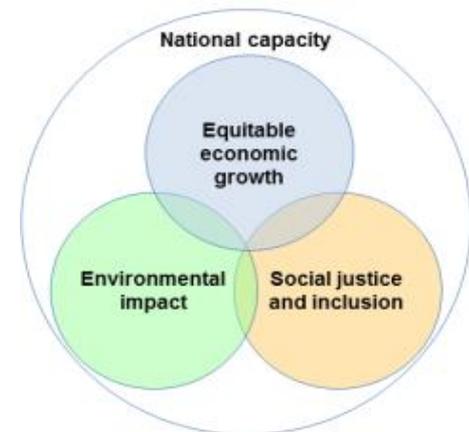
SUSTAINABILITY - HOW WE STAY THE COURSE

UNOPS works closely with governments, communities and other partners to **ensure increased sustainability** of the projects we manage and support.

We are contributing to development of **national capacity** in our areas of mandate and recognized expertise.

We focus on all three aspects of sustainability:

- Economic – equitable economic growth
- Social – social justice and inclusion
- Environmental – environmental impact

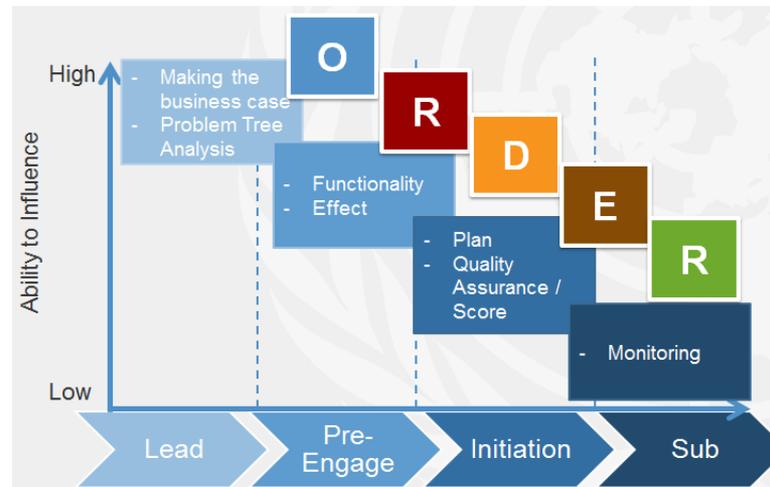


SUSTAINABILITY - HOW WE STAY THE COURSE

Design, deliver and report on sustainability and national capacity

Sustainability ambition

Sustainability marker



Finding appropriate solutions with our partners, that exactly meet their needs, and to help focus efforts on our contribution to project outcomes by making sustainability initiatives a focus as early as possible in the project cycle.

EXCELLENCE – HOW WE STAY THE COURSE

UNOPS drives excellence through **four management goals**, maintaining our ability to provide partners with high-quality services and ensuring the viability of our self-financing business model.



- **Recognized value:** To innovate and deliver *products and services* that contribute a level of value that is *acknowledged by its partners*, and in accordance with *international standards* and recognized best practice
- **Process excellence:** To *continually improve* the quality, timeliness and efficiency of its operations by *innovating and perfecting its processes*
- **People excellence:** To *empower its people* to perform at a consistently high standard; and be considered an employer of choice to *attract the most talented workforce*
- **Financial stewardship:** To safeguard the continued *financial stability* of the organization so as *to continue contributing* to the United Nations and its partners through a *self-financing model*

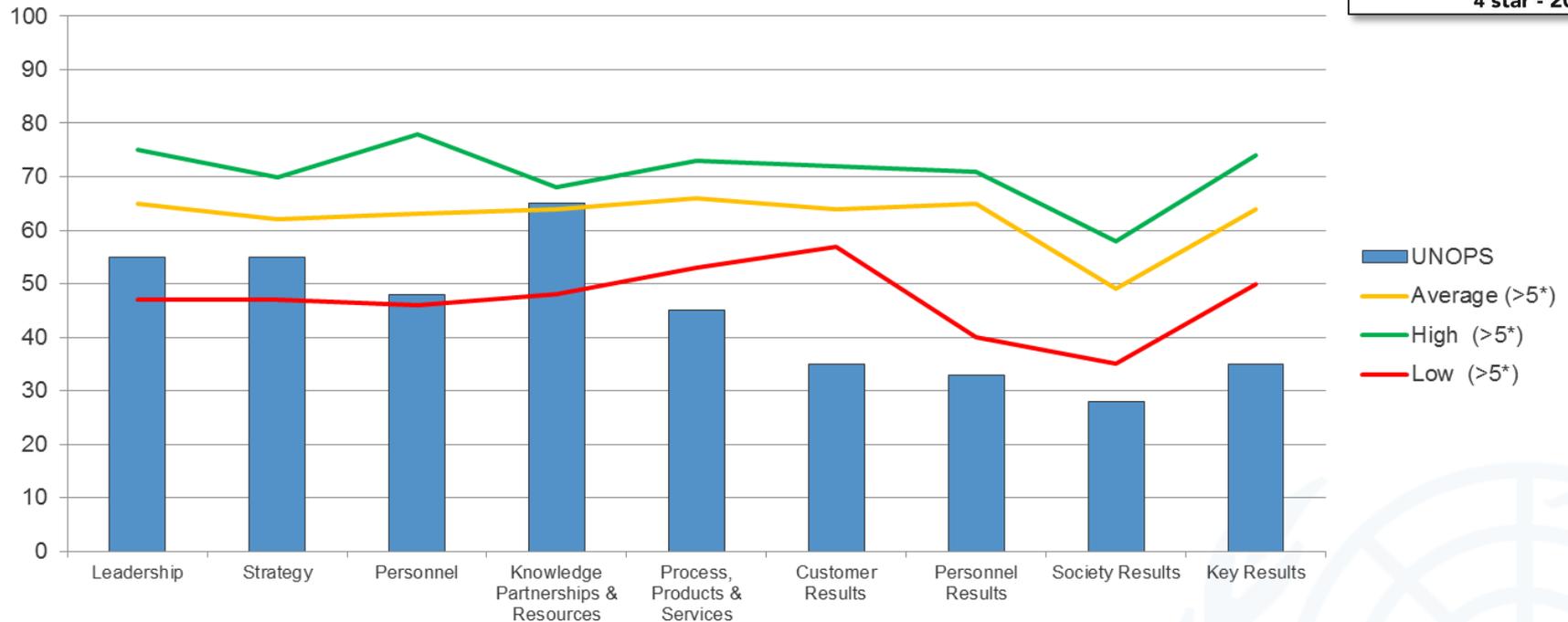
EXCELLENCE – HOW WE STAY THE COURSE

In our pursuit of excellence we adopt internationally recognized standards and best practices, and strive for third-party validation and certification.



EXCELLENCE – HOW WE STAY THE COURSE

External recognition: UNOPS the first organization to achieve a 4 star recognition in its first external assessment



4-Star:

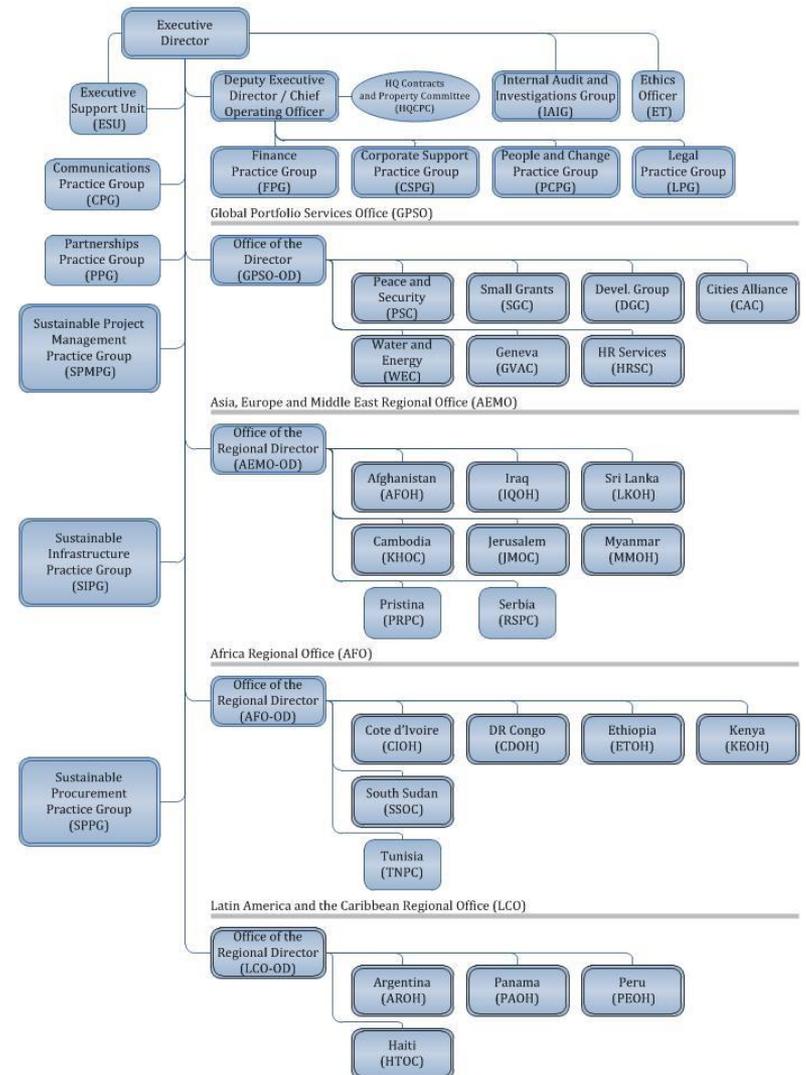
- Performs well in a number of areas and takes change seriously.
- Get things done and can demonstrate it has invested in some of the practices that will lead to success.
- Signs exist that some of the results achieved are going in the right direction.

IMPLEMENTING SUSTAINABILITY, FOCUS AND EXCELLENCE

Alignment of global structure

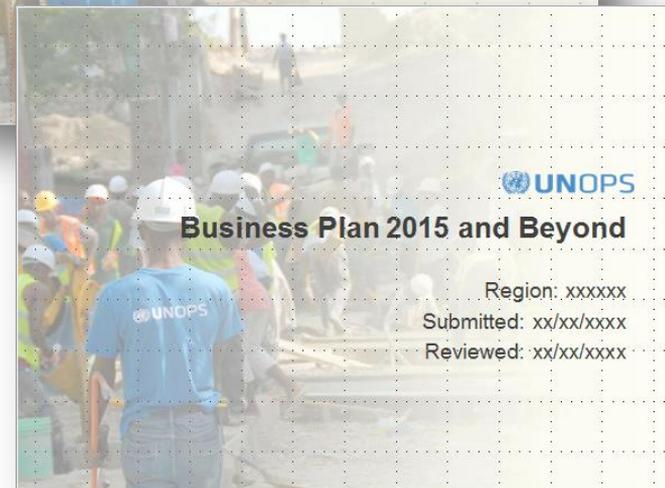
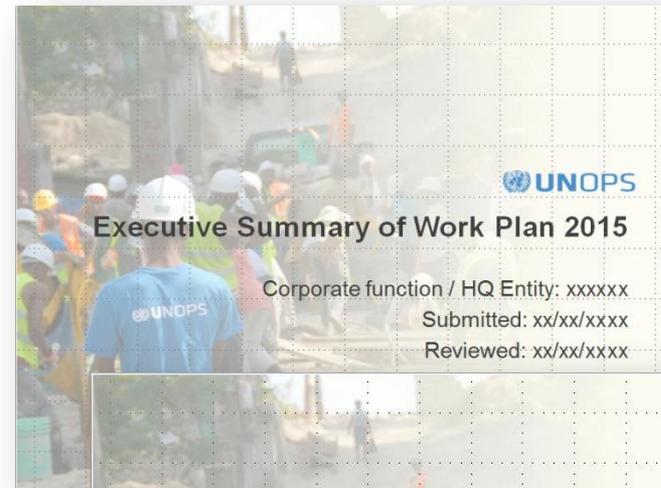
- Three Delivery Practices
 - Project Management
 - Infrastructure
 - Procurement
- Three Regions and one Global Portfolio Services Office (GPSO)
 - Geographically defined multi-country operational hubs
 - Thematic and partner based clusters
- Creation of Partnerships Practice Group
- Two strategic innovation programmes
 - Sustainability
 - Business Improvement and Innovation

The UNOPS Global Structure, 2014



IMPLEMENTING SUSTAINABILITY, FOCUS AND EXCELLENCE

- We develop annual workplans with a view to the aspirations we lay out in the strategic Plan
 - **Work/Business Plans**
- We assess the results we contribute to our partners, including sustainability
 - **Results Base Reporting (Dec 2014 – Jan 2015)**
- We assess how our partners value our services
 - **Partner Survey**
- We regularly assess our strategy
 - **Mid-term review (2016)**



The UNOPS strategic plan, 2014-2017

Sustainability, Focus and Excellence

Executive summary . . .

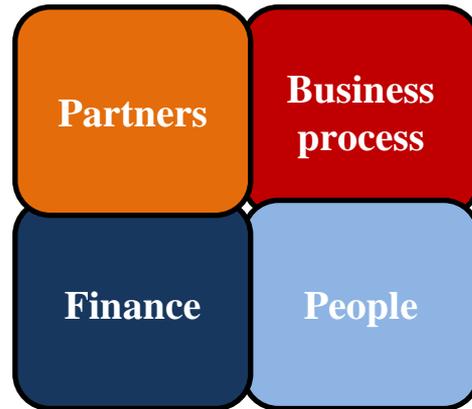
“The UNOPS strategic plan, 2014-2017, provides direction and focus for the organization as a valued partner for advisory, implementation and transactional support services in sustainable project management, infrastructure and procurement. It articulates what, and how, UNOPS can contribute operationally to the development, humanitarian and peacebuilding objectives and results of its partners.”

“ . . . ”

DP/OPS/2013/3 and annexes
Annual Session of the Executive Board
3 June 2013

Back-up slides . . .

- Management results in the 2014-2015 budget estimates . . .

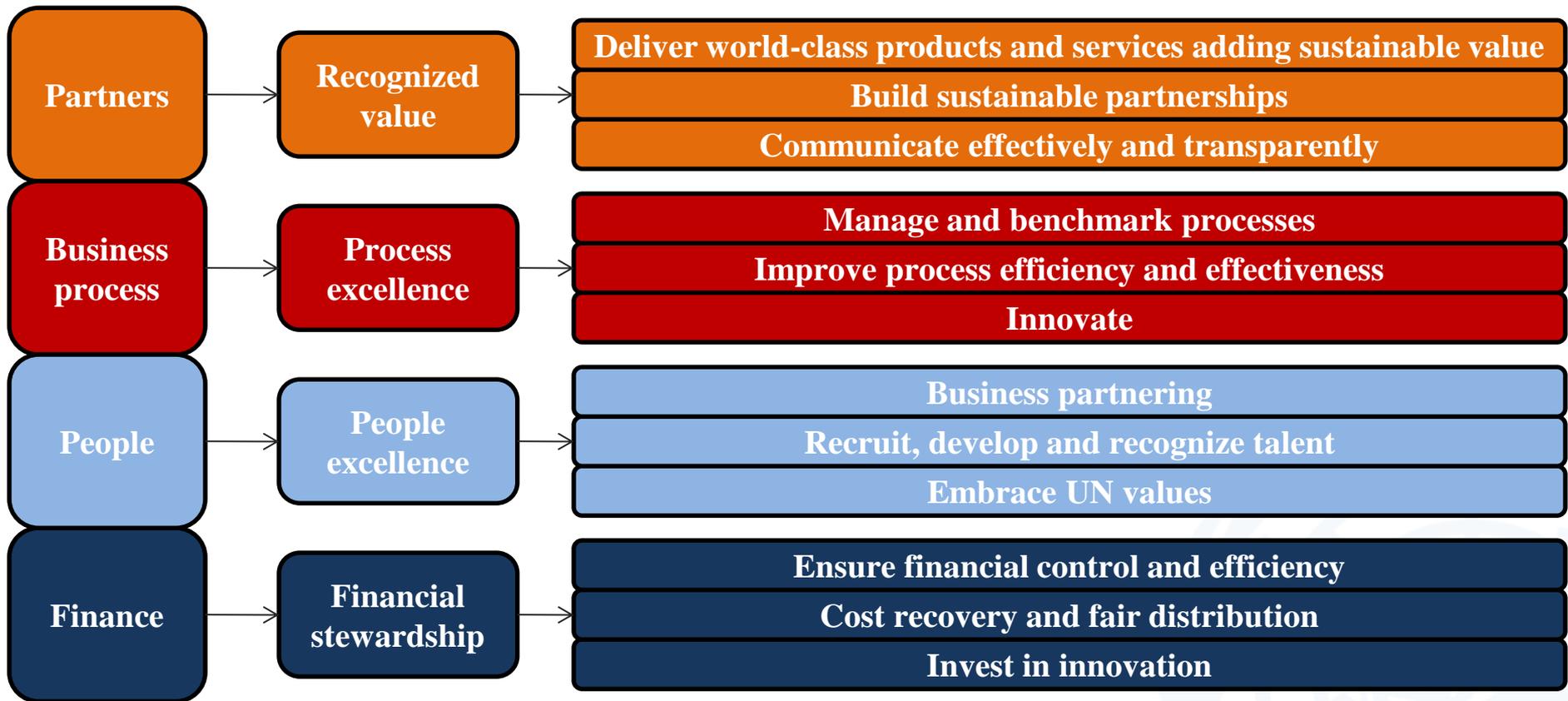


2014-2015 Budget estimates – priorities and targets for what we aspire to achieve in the first two years of the SP 14-17

4 BSC Perspectives

4 Management Goals

Respective Corporate Drivers



Recognized value

Coordinate value-add to partners

Deliver world-class products and services adding sustainable value

- **Aspiration:** Deliver sustainable products and services that are appreciated by stakeholders, sustainable and in accordance with international standards and recognized best practice – always satisfying or surpassing partner expectations
- **Initiatives:**
 - Focus on a clearly defined catalogue of products and services, making targeted investments in knowledge, methodologies, tools, guidance and personnel.
 - Resources are directed to improving UNOPS ability to help develop partners' implementation capacity in areas of UNOPS mandate and core competencies.

Build sustainable partnerships

- **Aspiration:** Strengthen UNOPS ability to uncover and address partner needs
- **Initiatives:** Key partner management approach; strengthen liaison functions; train managers; build expertise in South-South cooperation and public/private partnerships

Communicate effectively and transparently

- **Aspiration:** Lead in terms of accountability for results and transparency
- **Initiatives:** Explore innovative ways of demonstrating results in real-time to partners and the wider public, especially with regards to sustainability, both in the results to which we contribute and our way of working; further improve information management systems

Recognized value

Indicators

BSC Perspective	Management goal	Driver	Performance indicator	Baseline	Target 2014-2015
Partners	A. Recognized value	A1. Deliver world-class products and services adding sustainable value	Overall partner satisfaction	2012: 78%	80%
			Share of UNOPS delivery within its areas of focus	Share of delivery, 2010-2012: - project management: 35% - infrastructure: 31% - procurement: 28% Share within focus areas : 94%	95%
			Increase in advisory services projects, directly or indirectly, to national and local governments	\$10.7 million of engagement additions represented advisory services in '12	300%
			Share of implementation services projects that include national capacity-building components	Approximately 50% of projects in '12	65%
			Share of UNOPS infrastructure projects that include elements of resilience consideration	Not available	100%
			Share of UNOPS projects on track for cost and schedule	80% in '12	80%
		A2. Build sustainable partnerships	Substantive UNOPS contributions to relevant UNDAFs	83% in '12	90%
			Increase in share of UNOPS projects in direct partnership with national and local governments	21% of UNOPS delivery was in direct partnership with governments in '12	10%
			Increase in engagement addition from identified key partners	Not available	15%
			Increase in UNOPS share of UN procurement of construction and common user items, while maintaining UNOPS share of UN procurement for health items	UNOPS share of UN procurement '11: - construction items: 23% - common user items: 31%	15%
			A3. Communicate effectively and transparently	Average number of monthly visits to UNOPS public website	86,000 in '12
		Introduction of sustainability results information, categorized by country, partner or UNOPS delivery practice, on UNOPS public website starting in 2014		0% in '12	100%
		UNOPS compliance with IATI standards		100% in 2012	100%

Process excellence

Efficient and effective business processes and systems

Manage and benchmark processes

Aspiration: Further reinforce process management, building on ISO 9001 certification

Initiative: Implement externally recognized process management methodologies and framework; benchmark with world-class organizations; cross-functional design of processes; tailor internal learning and certifications based on business processes

Improve process efficiency and effectiveness

Aspiration: Continually improve quality, timeliness and efficiency of services by innovating and perfecting business processes

Initiatives: Significantly enhance key processes in terms of design, ownership, practitioners, systems support and metrics; investments in UNOPS delivery platform; build and integrate tools in the areas of our delivery practices to improve quality and speed; standardize and automate, leveraging economies of scale where possible

Innovate

Aspiration: Within its mandated areas of work, UNOPS will seek to contribute to innovation and the adaption of best-practice standards of sustainability and quality

Initiatives: Direct resources towards the development of sustainable products and services within our three delivery practices; develop strategic partnerships for knowledge and innovation

Process excellence

Indicators

BSC Perspective	Management goal	Driver	Performance indicator	Baseline	Target 2014-2015
Business process	B. Process excellence	B1. Manage and benchmark processes	Share of entities assessed that are successful in maintaining ISO-9001 quality management system	100% through May '13	100%
			Implementation of new process management framework based on externally recognized standards, such as APQC	Not available	100%
			Implementation rate of accumulated internal audit recommendations	93% in '12	90%
		B2. Improve process efficiency and effectiveness	Engagement assurance completion rate	93% in '12	100%
			Timely operational closure of projects	76% in 2012	80%
			Average duration of procurement through formal solicitation (number of days)	2012: 78	80
			Average duration of staff recruitment (number of days)	Not available	80
			Level of implementation of risk-based internal audit plan for Internal Audit and Investigations Group	100% in '12	90%
			Evaluated offices compliant with minimum operation security standards (MOSS)	84% in '2012	85%
		B3. Innovate	Carbon neutrality achieved	100% in '11	100%
			Share of projects screened and approved using minimum sustainability standards, including gender markers	Not available	100%
			Share of relevant UNOPS vendors screened for adopted sustainability criteria	Not available	90%
			Share of entities assessed that are successful in maintaining ISO-14001 environmental management	100% through May '13	100%
			Increase in the number of balanced scorecard (BSC) performance perspectives linked to the UNOPS rewards and sanctions framework	One perspective (Finance) in '12	All four

People excellence

Empowered and high performing people

Business partnering

Aspiration: Human resources will be developed in support of UNOPS focus areas; with emphasis on building a pool of experts to provide advisory services; empower people to perform at a consistently high level

Initiatives: Map existing and required skills; outreach to professional forums and partnering for recruitment and personnel development; align human resources with organizational structure and strategy; pursue economies of scale in transactional services

Recruit, develop and recognize talent

Aspiration: Be considered an employer of choice for the best talent, attracting a diverse workforce that is available to support partners needs

Initiatives: Provide a range of professional development courses and certifications based on recognized international standards; maintain and develop recognition awards and merit rewards; identify, nurture and develop UNOPS present and future cadre of senior managers

Embrace UN values

Aspiration: Promote and shape an organizational culture and personnel behavior aligned with the United Nations core principles and values

Initiatives: Support managers in applying to the Resident Coordinator programme; strengthen gender policy framework and human resource practices, responding to the requirements of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women; standard costing for staff positions

People excellence

Indicators

BSC Perspective	Management goal	Driver	Performance indicator	Baseline	Target 2014-2015
People	C. People excellence	C1. Business partnering	Share of relevant practitioners externally certified	830 personnel participated in external certifications run by ACCA, CIPS, Cornell University and Prince2 in '12	70%
			Share of relevant practitioners internally certified	40% of relevant project management practitioners are on course for internal certification in '12	50%
		C2. Recruit, develop and recognize talent	Overall personnel satisfaction	81% in 2011	80%
			Personnel performance appraisal completion rate	- 97% for personnel on staff contract in '12 - 70% for personnel on ICA contract in '12	90%
		C3. Embrace United Nations values	Share of females amongst UNOPS supervised personnel	27% in '12	35%
			Share of females amongst UNOPS supervised international personnel	30% in '12	35%
			Completion rate of mandatory UN learning, including UNOPS induction and security	Not available	100%

Financial stewardship

Finances managed for development effectiveness

Ensure financial control and efficiency

Aspiration: Ensure accountability for resources entrusted to the organization while helping its partners exercise their own accountability

Initiatives: Lead in terms of transparency; optimize roles, responsibilities and accountability framework in line with global structure; planning and resource allocation as a continuous, inclusive and performance-driven process; improve relevance and timeliness of financial information and performance metrics in corporate systems

Cost recovery and fair distribution

Aspiration: Attribute direct and indirect costs to projects in an increasingly accurate manner

Initiatives:

- Activity-based costing used to attribute costs, while balancing costs and benefits of doing so;
- Revised pricing model to include relevant cost drivers, thereby reducing the risk associated with changes in the composition of UNOPS project portfolio and creating incentives to focus contributions where UNOPS adds most value for partners, while encouraging use of national systems

Invest in innovation

Aspiration: Reinvest at least half of any financial surplus into innovation for sustainability

Initiatives: Results-oriented and accountable management of funding for growth and innovation, prioritizing (a) development of products and services, (b) business development, (c) strategic partnerships, and (d) strategic change initiatives; share innovations effectively.

Financial stewardship

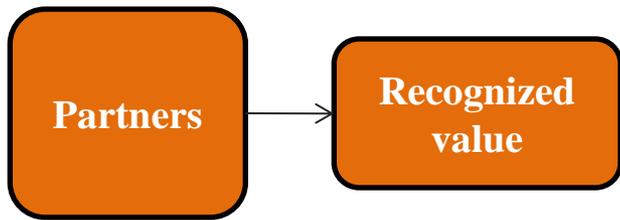
Indicators

BSC Perspective	Management goal	Driver	Performance indicator	Baseline	Target 2014-2015
Finance	D. Financial stewardship	D1. Ensure financial control and efficiency	Achievement of net revenue target approved by the Executive Board	100% in '10-'11	100%
			Rate of implementation of prior biennia United Nations Board of Auditors recommendations	86% for prior biennium in '12	90%
			Share of required personnel filing of financial disclosure	100% in '12	99%
		D2. Cost recovery and fair distribution	Share of projects that cover their estimated indirect costs (new pricing)	Not available	90%
		D3. Invest in innovation	Share of surplus reinvested in sustainability initiatives	Not available	50%

Back-up slides . . .

- Management results in 2010-2013
annex to the Annual report of the ED . . .





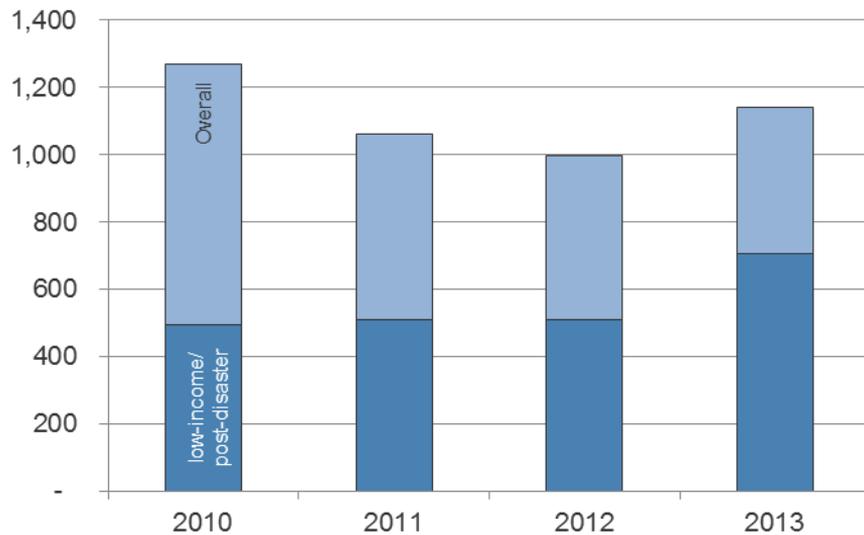
A. Partner perspective – recognized value

Recognized value: To innovate and deliver products and services that contribute a level of value that is acknowledged by its partners, and in accordance with international standards and recognized best practice.
(Management goal, as per the Strategic Plan, 2014-2017)

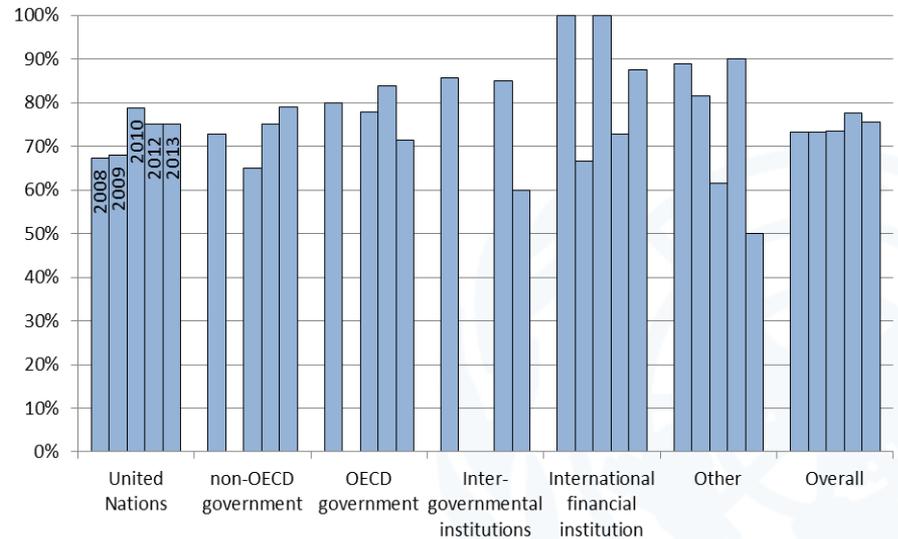
Deliver world-class products and services adding sustained value



UNOPS delivered products and services in its **core mandated areas** of project management, infrastructure and procurement to an overall **high partner satisfaction**. Increasingly, projects focused on **national capacity development**, while at the same time the share of delivery grew in low income and post-disaster contexts.



Overall delivery and share of delivery in low-income and post-disaster countries (hundred thousand USD)

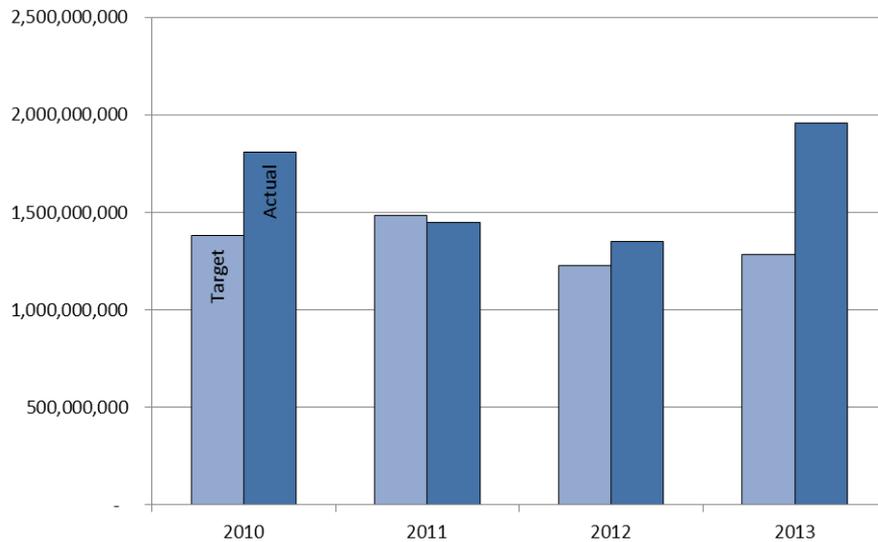


UNOPS overall partner satisfaction (satisfied or very satisfied) by partner

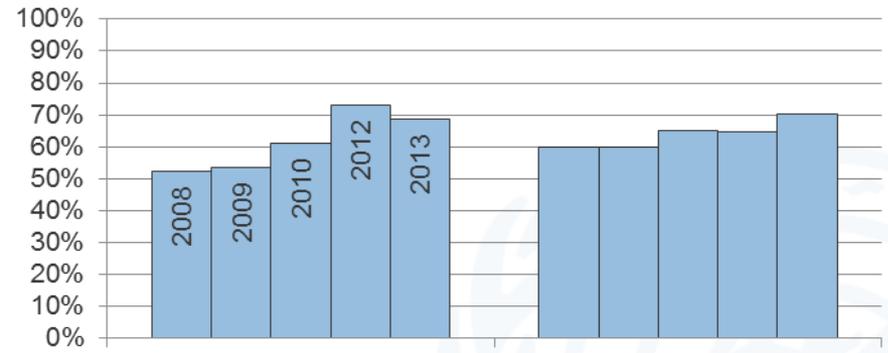
Build sustainable partnerships



The organization focused on increasing its **capacity to establish and manage global partnerships**, as reflected in positive results for engagement additions as well as the deepening of external knowledge partnerships. UNOPS continued to ensure close **collaboration and coordination with the United Nations system**, increasing the number of United Nations Development Assistance Frameworks (UNDAFs) to which it made substantive contributions.



UNOPS Engagement addition (USD)



UNOPS partner satisfaction (satisfied or very satisfied) with UNOPS ability to collaborate and coordinate with the wider UN system (UN only)

UNOPS partner satisfaction (satisfied or very satisfied) with UNOPS ability to collaborate and coordinate with the wider UN system (all partner categories)

Partner satisfaction with UNOPS ability to coordinate with and contribute to the wider UN system

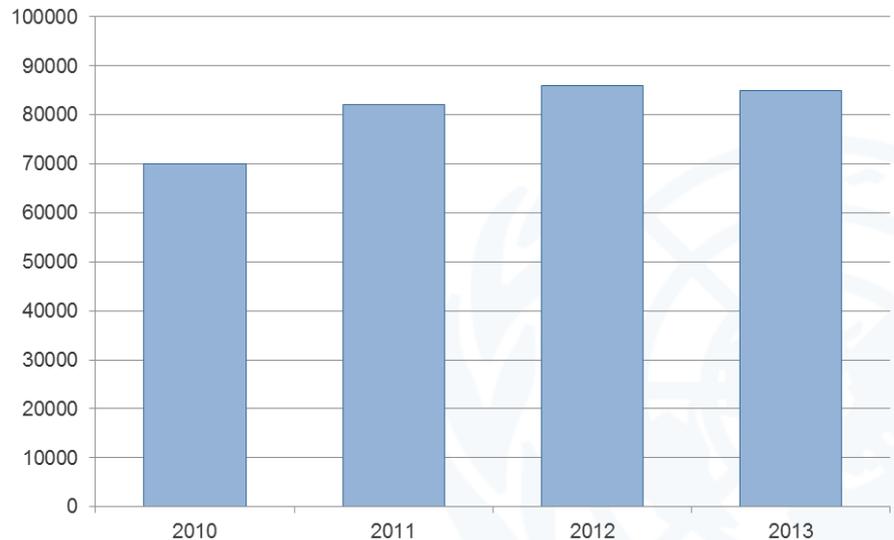
Communicate effectively and transparently



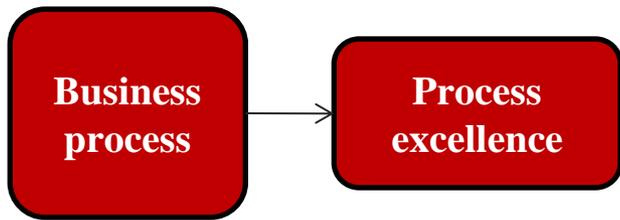
UNOPS became an **active member of the International Aid Transparency Initiative (IATI)**, and published geocoded data on more than 1,000 projects on its innovative platform data.unops.org. During the period internal audit reports were also published on its website. The **focus on transparency**, and the enhanced **quality of website contents** have led to an rise in website hits. The breadth and compliance to key attributes were highly commended by IATI, and UNOPS became a member of the IATI secretariat in 2013.



Screenshot of data.unops.org



Average monthly visits to UNOPS public website



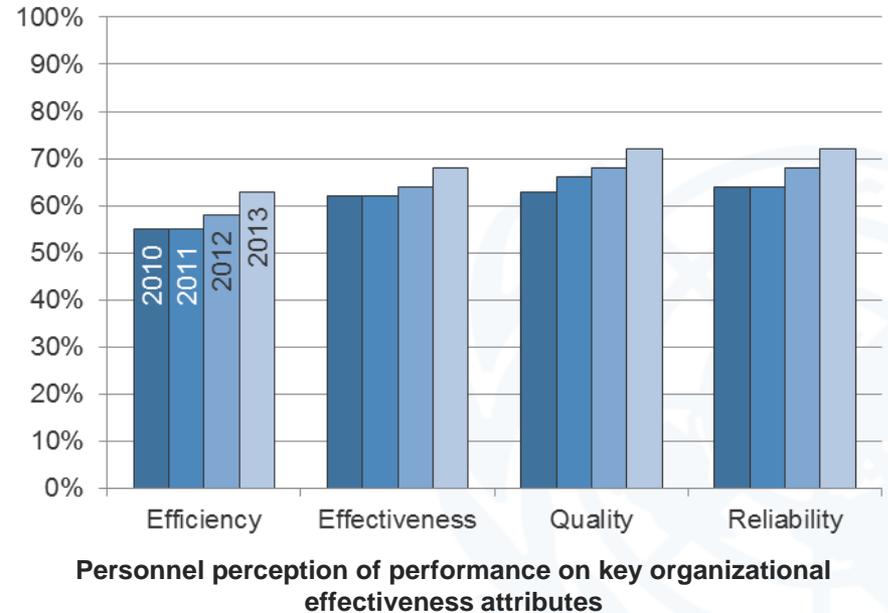
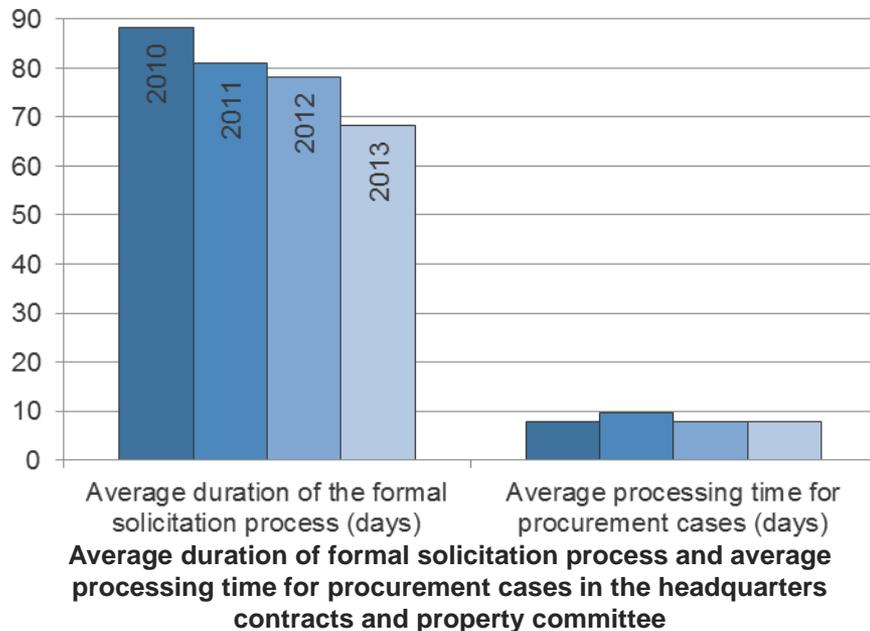
B. Business process perspective – process excellence

Process excellence: To continually improve the quality, timeliness and efficiency of its operations by innovating and perfecting its processes
(Management goal, as per the Strategic Plan, 2014-2017)

Improve process efficiency and effectiveness



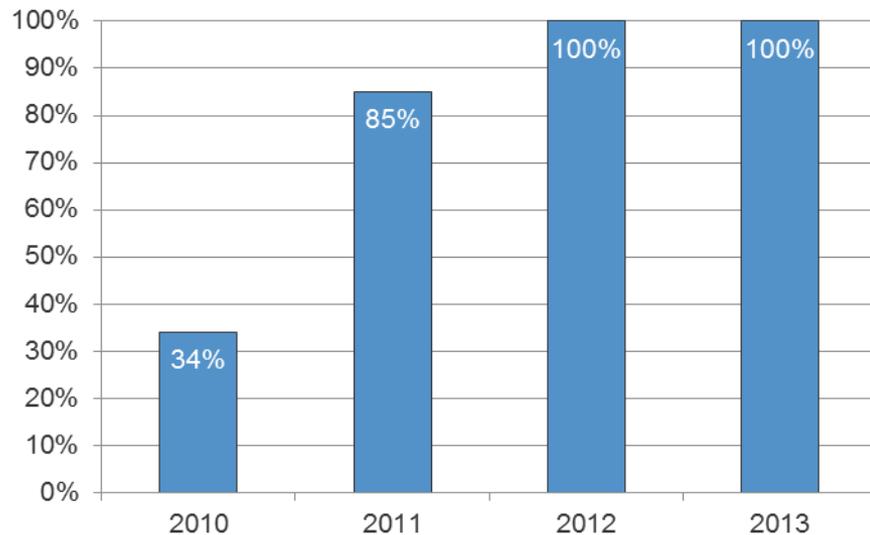
UNOPS has further consolidated and maintained its **policy and process documentation framework**, as confirmed during **ISO9001** surveillance visits and the certification of UNOPS infrastructure operations to **ISO14001**. The organization continuously works to **improve the efficiency and effectiveness** of its core finance, project management, human resource, security and procurement processes. For example, the duration of representative procurement processes steadily decreased over the period.



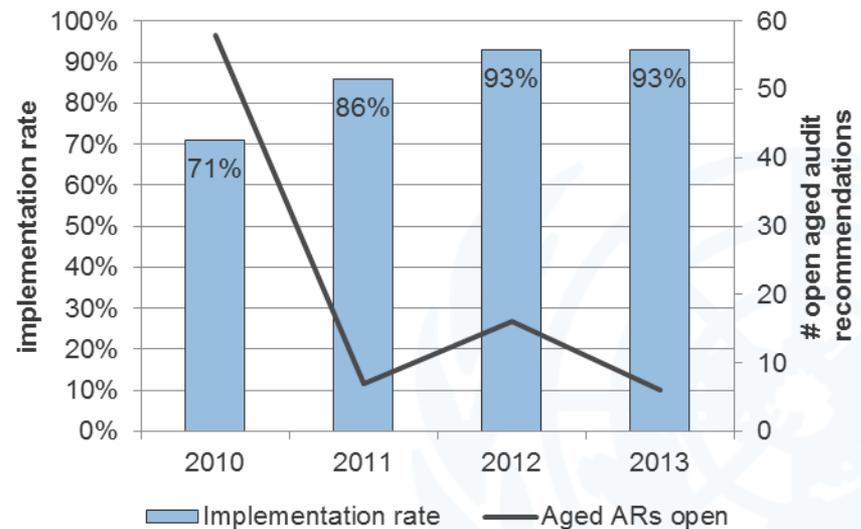
Comply with processes

Process
excellence

The internal audit and investigations group ensured **full completion of planned audits** and was successfully assessed to the highest rating possible against the external audit quality standard of the Institute of Internal Auditors (IIA). Further to this, UNOPS achieved increasingly **high implementation rates vis-à-vis internal audit recommendations**, and an all-time low of aged audit recommendations.



Completion rate of planned audits



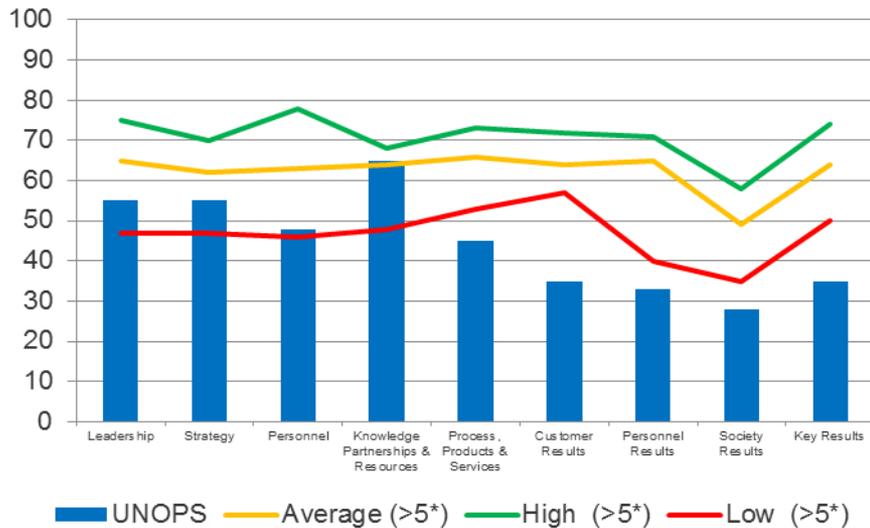
Implementation rate and number of open aged audit recommendations

Innovate

**Process
excellence**

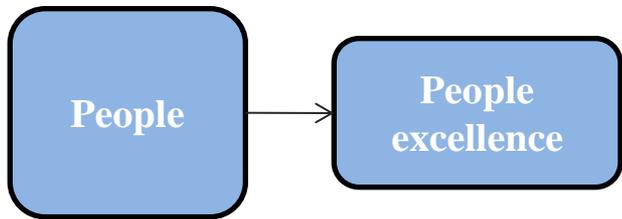
UNOPS defined **targeted improvement projects** through its senior management forums, and continuously tracked and reviewed the efforts undertaken. The organization also continuously worked to achieve **external certification** against internationally recognized standards.

These accomplishments were further confirmed through an **external assessment by the EFQM** in early 2013, in which UNOPS was awarded a 4 star rating as the first organization ever in an initial assessment.



Results from the 2013 EFQM assessment (scoring in percentile ranges) with benchmarks for 5 star rating

	2009-2012: IIA certification		2013: APMG Accredited Training Organization
	2011: CIPS certification		2013: APMG Accredited Consulting Organization
	2011: ISO9001 quality management		2013: PMI Registered Education Provider
	2011: FIDIC contracts		2013: PMI Registered Consultant
	2012: IATI		2013: ISO14001 environment
	2012: IPSAS		2013: EFQM recognised for excellence



C. People perspective – people excellence

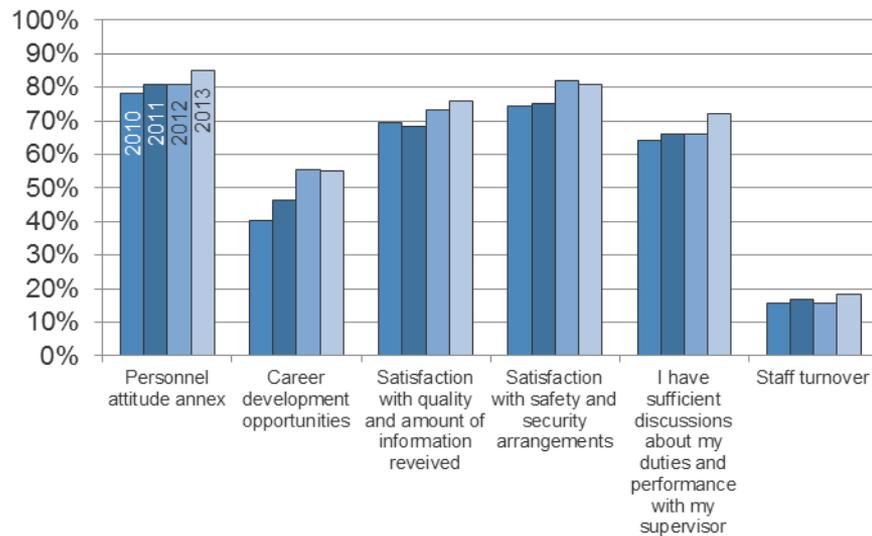
People excellence: To empower its people to perform at a consistently high standard; and be considered an employer of choice to attract the most talented workforce.

(Management goal, as per the Strategic Plan, 2014-2017)

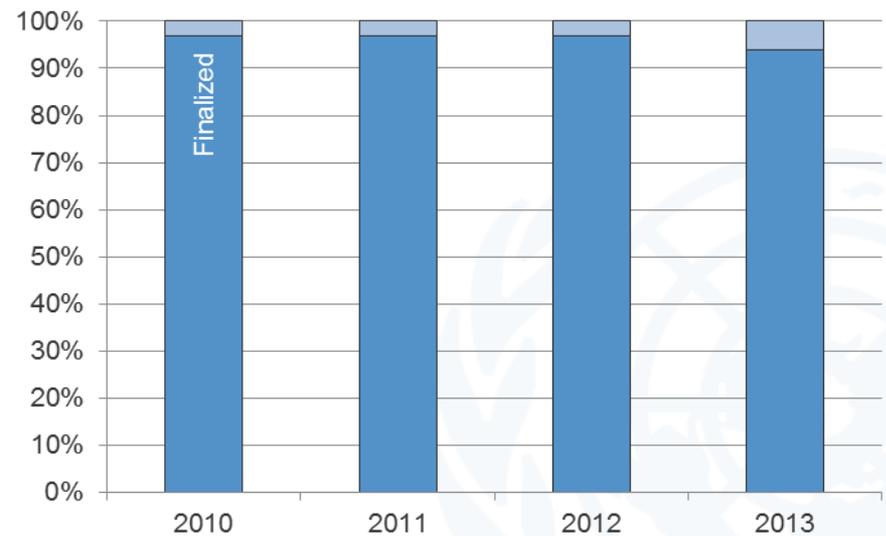
Recruit and recognize talent

People
excellence

The annual global personnel survey confirms the **overall positive trends with regard to general personnel attitude**, as well as specific aspects such as career development opportunities and information received. **Individual work planning and assessments saw high completion rates**. Personnel and team performance is recognized through annual merit awards and an awards ceremony



Select results from Global Personnel Survey

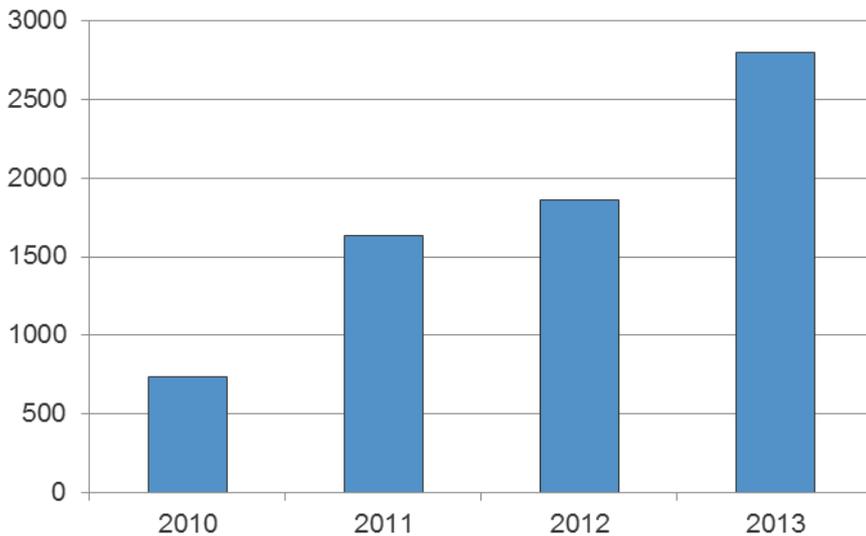


Staff performance assessment completion rate

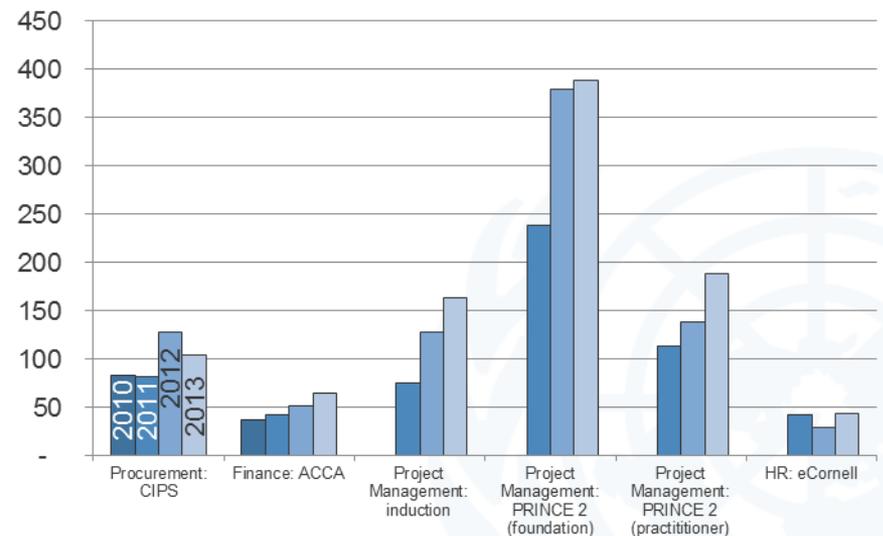
Develop talent



During the period 2010-2013, the organization saw a **steady increase in the number of personnel participating in training activities**, and also broadened its offer of **external and internal certification** schemes. All of UNOPS senior management successfully completed specific training on **strategic leadership**. UNOPS also became a PMI Registered Education Provider as well as a APMG Accredited Training Organization, and made available a free open-source, multi-lingual online project management training to all stakeholder.



Number of personnel attending training activities



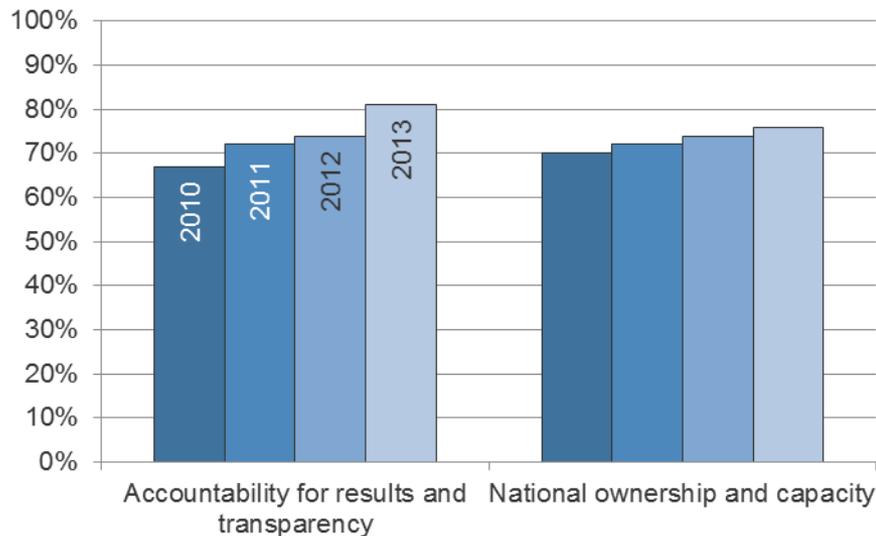
Number of personnel enrolled in external and internal certifications

Embrace United Nations values

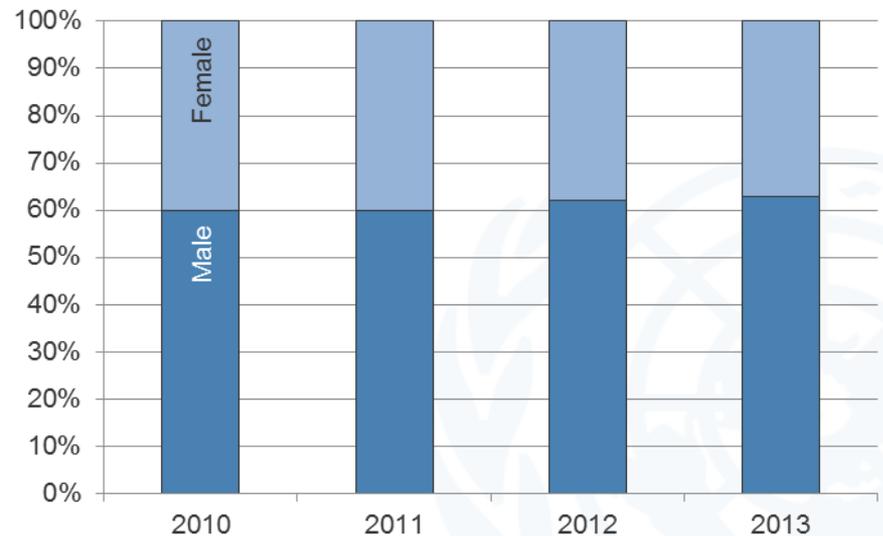


UNOPS annual global personnel survey saw a positive development with regard to the organization’s **adherence to its core values**. All personnel are required to complete a number of **mandatory trainings on UN values**, covering e.g. ethics, the prevention of harassment, sexual harassment and abuse of authority in the workplace, and security.

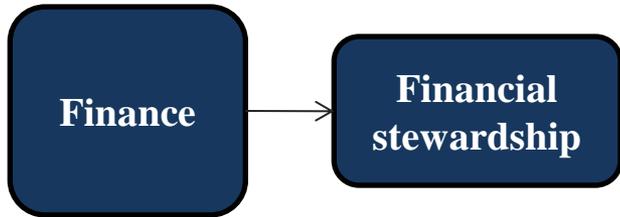
Over the period UNOPS **gender balance** remained stable at around 40-60. In the beginning of 2014 UNOPS partnered with Devex on the She Builds campaign to, amongst other aspects, further attract female candidates to work with UNOPS.



Share of positive response (strongly agree and agree) to the question “UNOPS adheres to these core values and principles” from UNOPS annual global personnel survey



Gender balance of staff



D. Finance perspective – financial stewardship

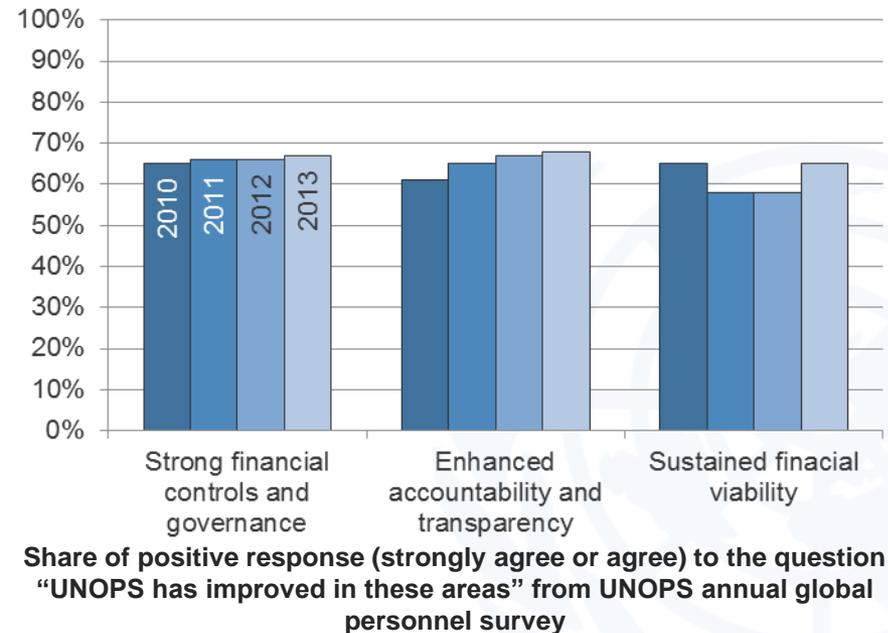
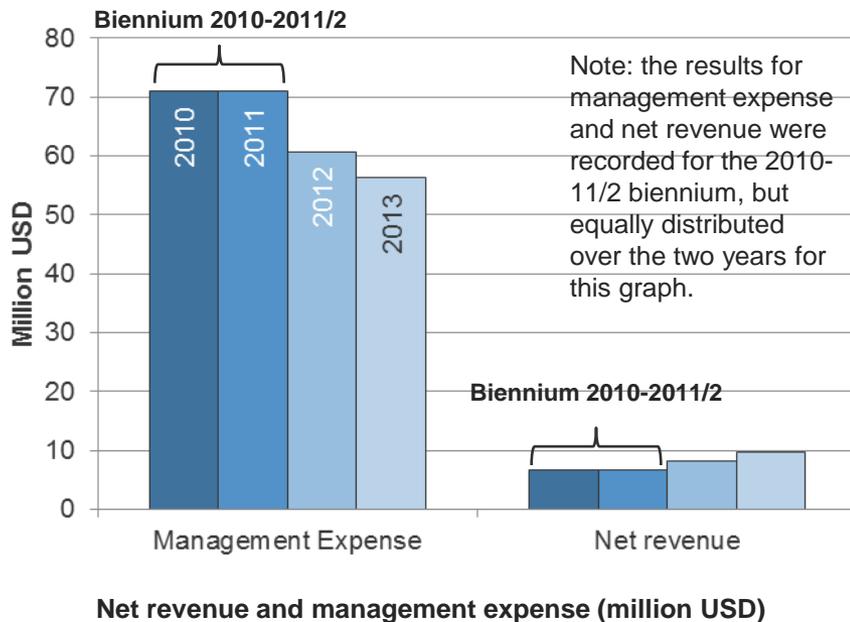
Financial stewardship: To safeguard the continued financial stability of the organization so as to continue contributing to the United Nations and its partners through a self-financing model.

(Management goal, as per the Strategic Plan, 2014-2017)

Steward financial resources

UNOPS has demonstrated **solid financial performance** throughout the period 2010-2013, meeting its targets for net revenue, complying with the requirements for operational reserves established by the Executive Board, and continuously reducing management expenses.

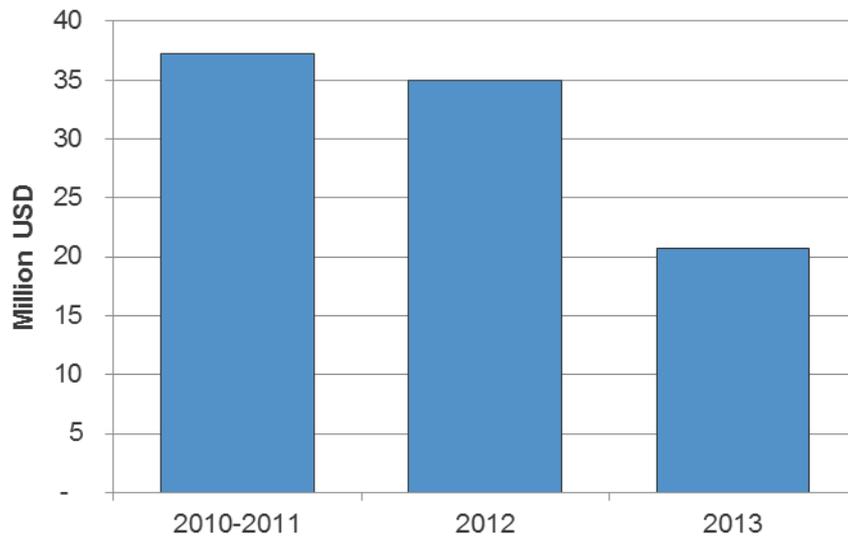
The **new Pricing Policy** that came into force on 1 July 2013 highlights the principles of fair and full attribution of costs as well as full cost recovery.



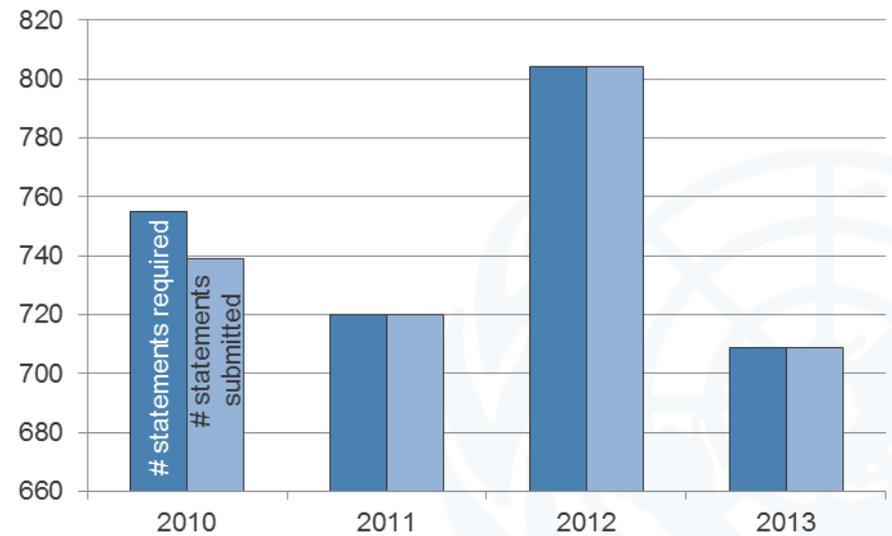
Ensure financial control

Financial
stewardship

The organization ensured **sufficient funds for provisions, write-offs, and bad and doubtful debts** throughout the 2010-2013 period. For three consecutive years, all personnel required to file **financial disclosure statement** did so on time. Finally, the organization continued to **respond to and implement external audit recommendations** from the UN Board of Auditors. UNOPS has **successfully implemented IPSAS** and has fully funded employee benefits and related liabilities.



Funds for provisions and write-offs at year-end

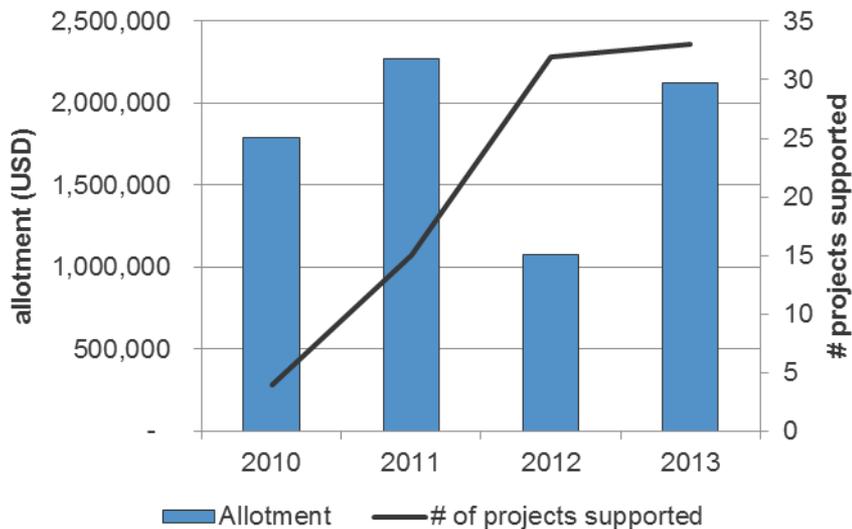


Filing compliance with regard to financial disclosure statements

Invest for sustainability

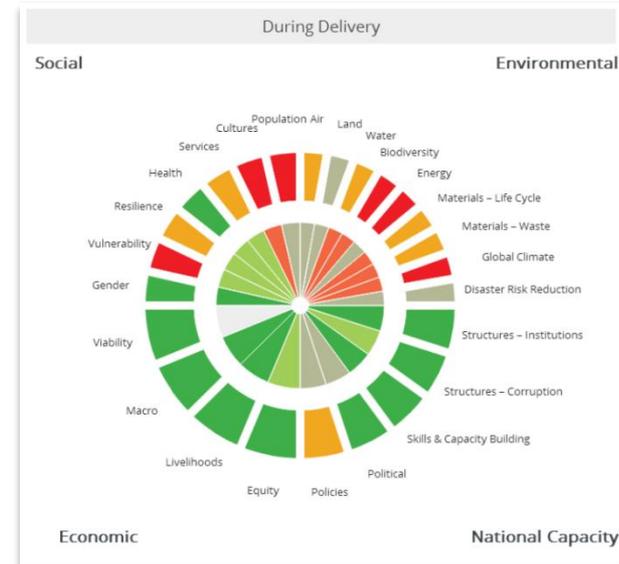
Financial
stewardship

The **UNOPS growth and innovation fund** (GIF) continuously championed strategic investment projects in support of the implementation of UNOPS strategic plan. Building on a GIF-funded project started in 2012, UNOPS initiated the development of a **sustainability marker** for assessment of project design and delivery of contributions to partners' sustainable results.



Growth and Innovation Fund allotments and number of projects supported

(Note: allotments may support multi-year projects)



Screenshot of UNOPS sustainability marker

WHAT WE DID IN 2013

Examples of what we contributed to our partners



3,560 km
of roads constructed or
rehabilitated



81
bridges constructed
or rehabilitated



more than
749 million USD
worth of goods and services procured



more than
2.5 million
labor days created for
beneficiaries



31
schools and 15 universities
constructed or rehabilitated



more than
47,000
people trained



10
hospitals, 16 health clinics
and 7 laboratories
constructed or rehabilitated



7
police stations and 7 prisons
constructed or rehabilitated



more than
11.3 million
doses of medicine
procured or distributed



18
countries supported with
environmental management

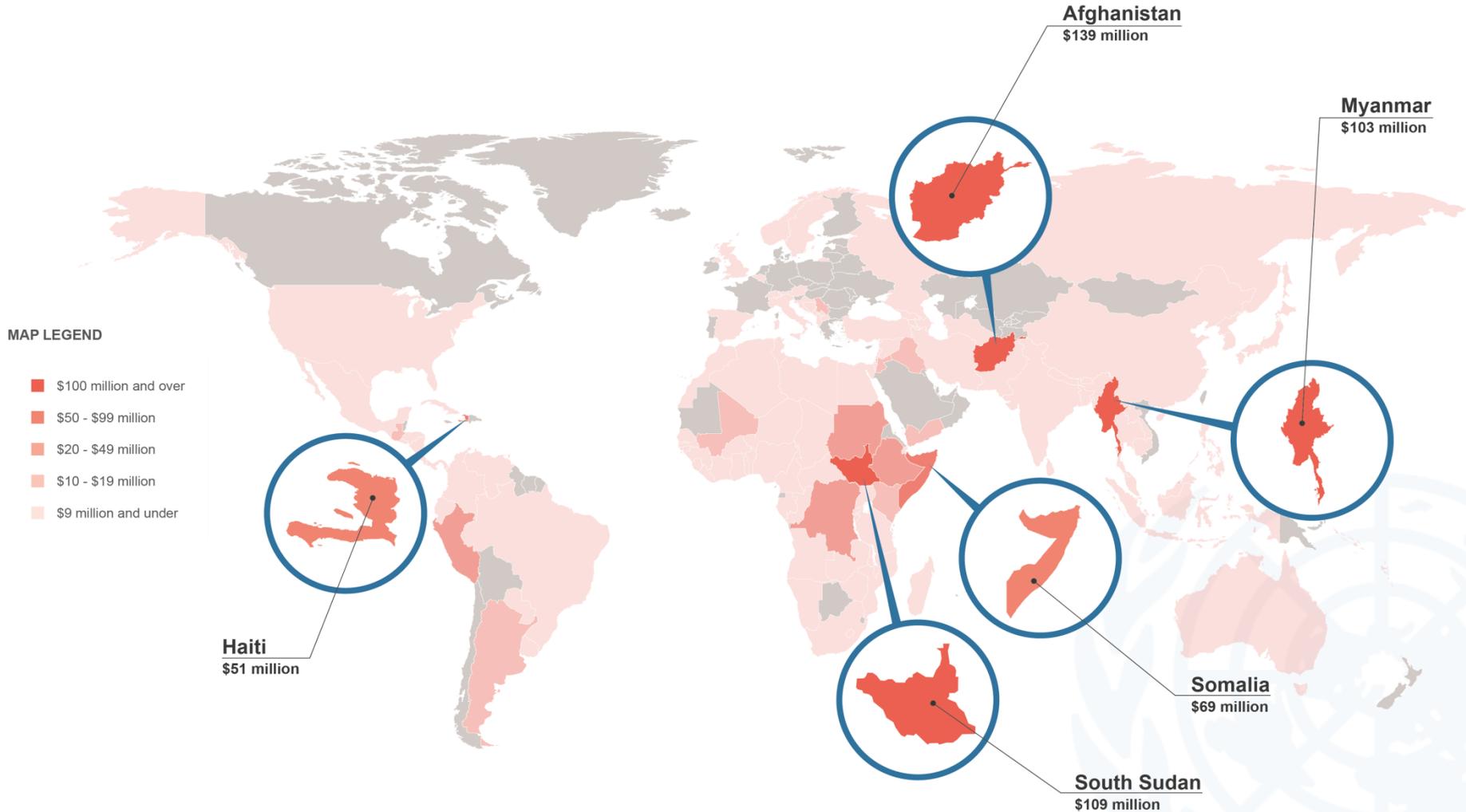


more than
4,000
vehicles procured

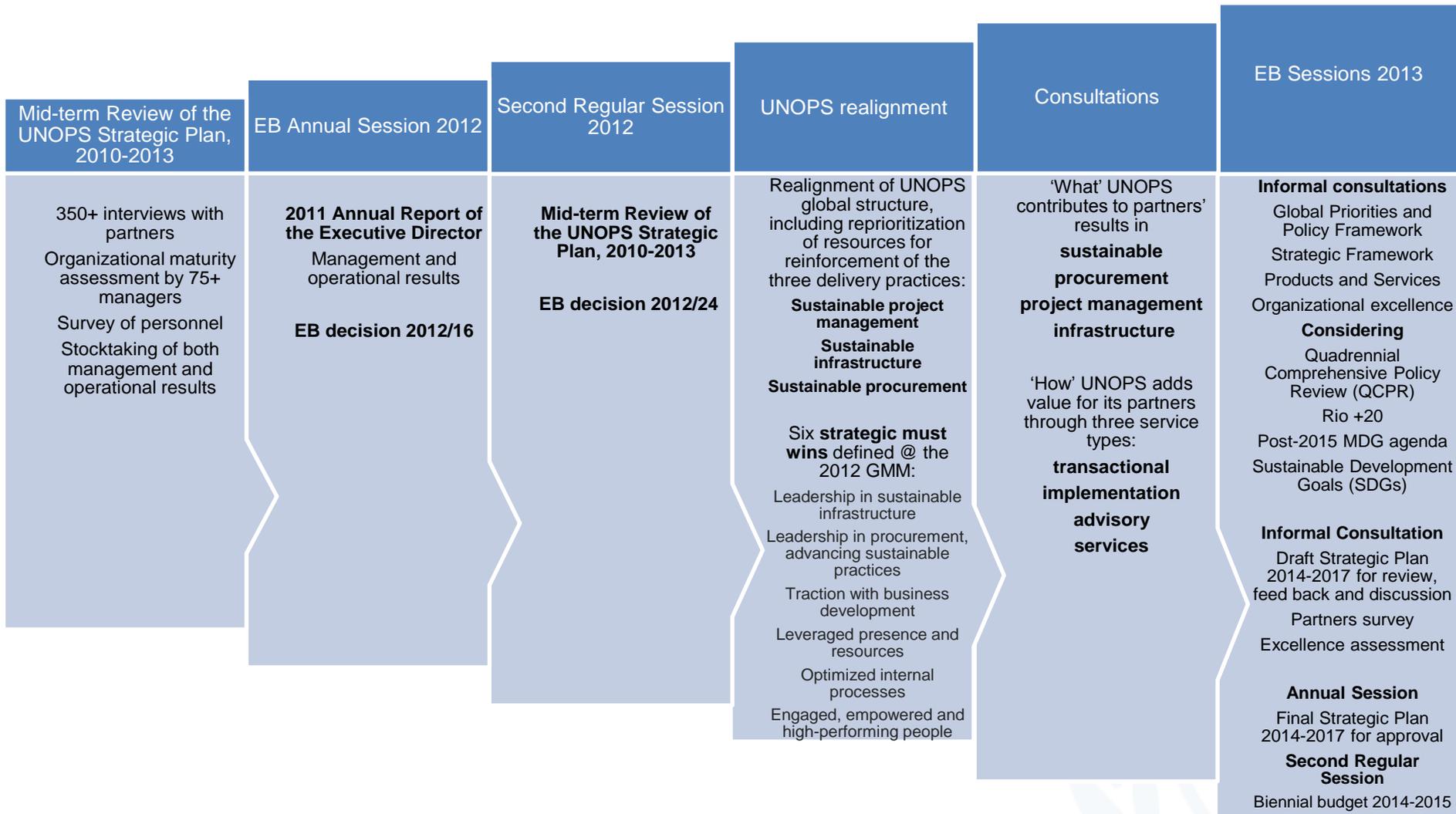


more than
14,600 days
of advisory services provided

WHERE WE WORKED IN 2013



The road to UNOPS strategic plan 2014 - 2017



SP 2014-2017 high-level outline - focus and process

- UNOPS Strategic Plan 2014-2017 will be presented at the **EB's Annual Session 2013**
- The SP 2014-17 will **build on the findings and extensive consultations of the MTR**
- Guided by Executive Board decisions 2012/16 and 2012/24, the SP 2014-2017 shall:
 - Position UNOPS in the **evolving global priorities and emerging policy framework** (incl. the QCPR)
 - Further develop **UNOPS Strategic Framework** to include **Sustainability Goals**
 - Present a cumulative assessment of **operational and management result and lessons learned**
 - Drive consolidation of UNOPS **Delivery Practices** through further development of practice specific **Products and Services and Sustainability Indicators**, and identification of future **knowledge partnerships**
 - Provide direction for longer-term approaches for **management of key partnerships**
 - Set direction for UNOPS **organizational excellence beyond 2013**

November 2012
Strategy and Audit
Advisory Committee
(SAAC)

November - December
2012
GA res on Quadrennial
Comprehensive Policy
Review (QCPR)

February 2013
EB First Regular
Session
(informal)

February 2013
Validation by
Global
Management

February 2013
Strategy and Audit
Advisory Committee
(SAAC)

February-April 2013
Test of delivery
practice product and
service catalogues
with key partners

March 2013
Policy Advisory
Committee (PAC)

June 2013
EB Annual session

HOW WE CHART THE COURSE

Contributing to coherence and a UN fit for purpose

GA resolution on the Quadrennial Comprehensive Policy Review (A/RES/67/226) and the three reports of the Secretary General

- Ready to report progress against relevant 99 QCPR indicators in the DESA/UNDG framework (A /69/63 – E/2014/10)
- Adopted the 2nd generation “Delivering as One” SOPs

The Secretary-General’s Chief Executive Board for Coordination

- We have proposed suggestions for the tangible contributions UNOPS can make to a UN system fit for purpose to support member states implement the post-2015 development agenda

With our strategy for 2014-2017 **UNOPS is geared to assist implementation of the post-2015 agenda** in our areas of expertise, contributing to the drive for coherence and efficiency of the United Nations system



Quadrennial comprehensive policy review of operational activities for development of the United Nations system

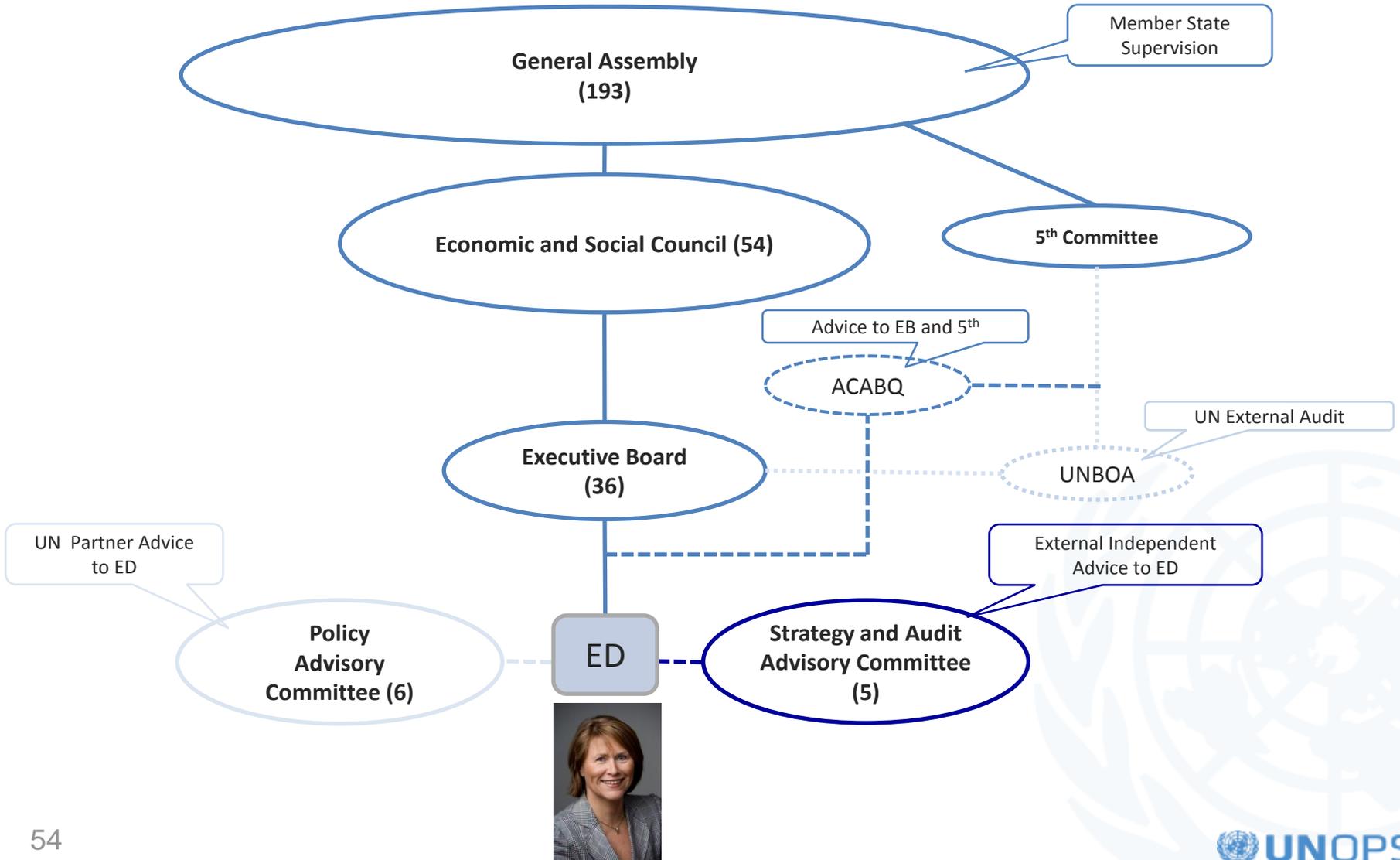
STANDARD OPERATING PROCEDURES
for COUNTRIES ADOPTING the
“**DELIVERING AS ONE**” APPROACH



UNITED NATIONS SYSTEM
Chief Executives Board for Coordination

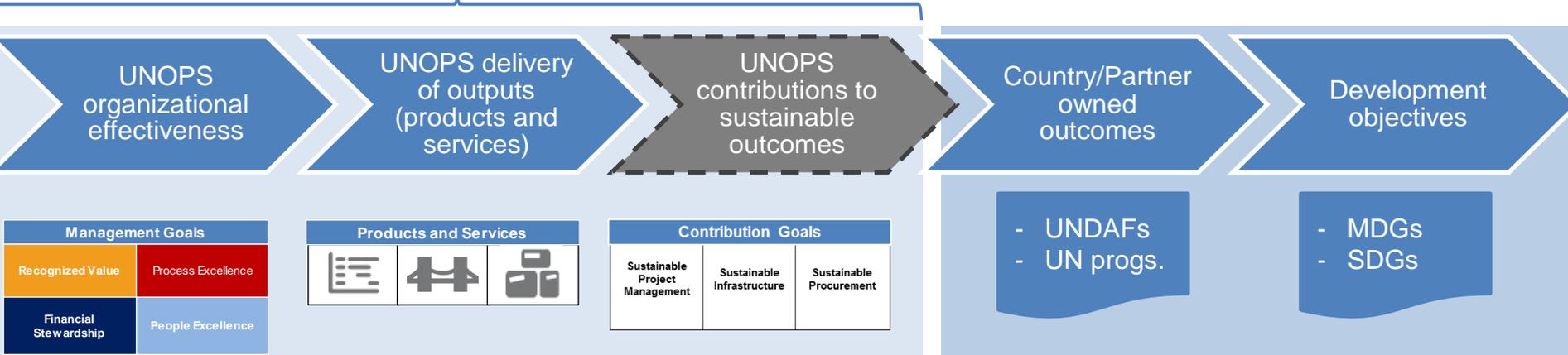
WHO KEEPS US ON COURSE

Governance consistent with other UN organizations

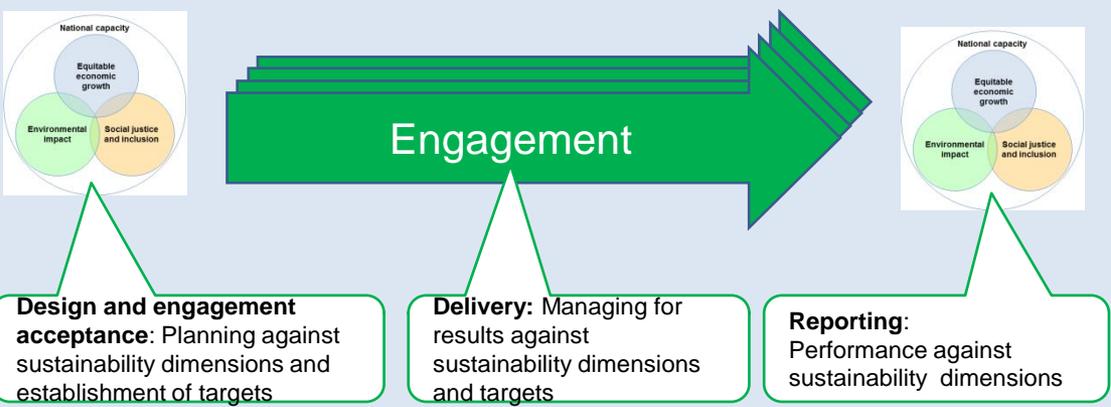


SUSTAINABILITY, FOCUS, EXCELLENCE - HOW WE STAY THE COURSE

UNOPS in the development results chain – contributions to sustainable outcomes



UNOPS design, delivery and reporting on projects



SUSTAINABILITY, FOCUS, EXCELLENCE - HOW WE STAY THE COURSE

Reporting on sustainable contributions: five schools delivered



Management Goals	
Recognized Value	Process Excellence
Financial Stewardship	People Excellence



Contribution Goals		
Sustainable Project Management	Sustainable Infrastructure	Sustainable Procurement



Project Management Infrastructure Procurement

How UNOPS delivers: Sustainable approaches (sample indicators)

What UNOPS delivers: Contributions to sustainable outcomes (sample indicators)

National capacity

Environmental impact	- Minimal waste during construction	- Environmental impact assessment
Social justice and inclusion	- Share of personnel employed female	- Health and safety awareness
Equitable economic growth	- Local labour and suppliers	- Best practice construction techniques

Five schools delivered



National capacity

Environmental impact	- Energy efficient design, contributing to reduced CO2	- Awareness and capacity for sustainable design and maintenance of schools
Social justice and inclusion	- Schools built with capacity for 500 students, including specific design elements for female students	
Equitable economic growth	- Budget in place to create employment opportunity for teachers, admin- and maintenance staff	

UN FIT FOR PURPOSE - UNOPS CONTRIBUTIONS

UNOPS proposes a comprehensive approach to making the UN system Fit for Purpose to support Member State's implementation of the post-2015 agenda. We are ready to:

- Systematically transfer best practices and discuss challenges and opportunities across the system through a Project Management Network
- Provide technical contributions to the system-wide discussions in relation to infrastructure
- Support collaborative procurement initiatives
- Be a resource for advice on accountability and transparency, encouraging partners across the UN system to participate
- Share our approach to cost-recovery and cost-efficiency across the UN system, focusing on “doing more with less”
- Use our experience with South-South cooperation, public-private partnerships and multi-stakeholder arrangements, to enhance transfer knowledge and capacity in our areas of expertise

EXCELLENCE – HOW WE STAY THE COURSE



EXCELLENCE – HOW WE STAY THE COURSE

'In 2014-2017, a „UNOPS excellence model“ will be developed based on the European Foundation for Quality Management excellence model. The model is based on fundamental concepts of excellence that have been researched and refined following its application in public and private organizations in a number of countries....'

