

## ANNEX 2. MANAGEMENT RESULTS FRAMEWORK

Perspective	Strategic Goal	Strategic Performance Objective	Indicator	Target 2010-2013	Comment
1. Partners	1.1. Enhanced accountability and transparency	1.1.1. Deliver services that meet or exceed expectations	Overall partner satisfaction with services received from UNOPS	88%	Baseline (2008): 87%
			Partner satisfaction with cost-effectiveness of services received from UNOPS	75%	Baseline (2008): 64%
			Partner satisfaction with UNOPS ability to provide timely and quality reports	80%	Baseline (2008): 67% The indicator may be supplemented at a later stage with an objective indicator
		1.1.2. Improve communications	Partner satisfaction with UNOPS ability to communicate clearly and effectively	85%	Baseline (2008): 82%
			Average website non-vacancy page views per month	TBD	Baseline will be established by end of 2009
			Number of new/updated pages published on website	TBD	Baseline will be established by end of 2009
	1.2. UNOPS becoming a choice service provider	1.2.1. Build strong strategic partnerships	Satisfaction with UNOPS contributions to UN Country Teams	80%	Baseline (2008): 74%
		1.2.2. Lead in physical infrastructure and procurement	% PCNA and PDNA assessments where UNOPS is selected as lead agency in physical infrastructure	TBD	Baseline will be established by end of 2009
			Share of total UN procurement volume within UNOPS focus area	TBD	Baseline will be established by September 2009

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	1.3. Enhanced ability to serve governments	1.3.1. Enhance national implementation capacities	Share of projects contributing to enhanced national capacity of governments	TBD	Baseline will be established in Q1 2010
<b>2. Business Processes</b>	2.1 Enhanced UNOPS operational capacity	2.1.1. Improve process efficiency and effectiveness of UNOPS practices	Annual implementation rate of project budgets	80%	Baseline (2008): 77%
			% of cleared high and medium risk internal audit recommendations pertaining to UNOPS management practices	TBD	Baseline will be established by end of 2009
			Number of practices with externally validated processes	5	Baseline (2009): 0
			Share of validated management practice processes that have agreed performance indicators and targets	100%	Baseline (2009): 0
			Share of process improvement efforts documenting tangible benefits	80%	Baseline (2009): 0
			Share of Implementation Support Practices with documented policy positions and service delivery modalities in the Practice and Quality Management System	100%	Baseline (2009): 0

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<b>3. People</b>	3.1. Improved talent recruitment, development and retention	3.1.1. Improve staff competencies	Number of staff professionally certified by a recognized external certification body	TBD	
			Number of personnel who attended non-mandatory training sessions	1300	Baseline (2008): 1414 Mandatory courses include security, harassment, ethics and integrity
		3.1.2. Enhance workforce diversity	Gender balance in the workforce	F:45%-55% M:45%-55%	Baseline (2008): F:43% M:57%
			Gender balance in the professional categories	F:45%-55% M:45%-55%	Baseline (2008): F:29% M:71%
			North-South balance in the workforce	F:45%-55% M:45%-55%	Baseline (Q2 2009): N:45% S:55%
			North-South balance in the professional categories	F:45%-55% M:45%-55%	Baseline (Q2 2009): N:56% S:44%
		3.1.3. Increase staff motivation and retention	Average positive response to three Job Satisfaction questions in the Annual Staff Survey	85%	Baseline (2008): 83%
			Positive response to the question on career advancement opportunities in the Annual Staff Survey	45%	Baseline (2008): 33%
			% of staff leaving the organization	15%	Baseline (2008): 23

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<b>4. Finance</b>	4.1. Sustained financial viability	4.1.1. Improve financial performance	Net Revenue	TBD	Target to be set in context of biennial budgets
			Gross revenue-to-administrative expenditures ratio	TBD	Baseline (2008): 1.03 Target to be set in context of biennial budgets
			Business Acquisition	TBD	Baseline (2008): 1.5 billion Target to be set in context of biennial budgets
			Revenue from Business Acquisition	TBD	Baseline (2008): USD 79 million Target to be set by in context of biennial budgets
	4.2. Strong financial controls and governance	4.1.2 Mitigate financial and reputational risks	Implementation rate of internal audit recommendations	50%	Baseline (2008): 37% Cleared within a period of 18 months
			Amount of bad debt provisions and write-offs	TBD	Baseline (2008): USD 30.4 million Target to be set in context of biennial budgets

(\*) Some of the measures displayed in the above table are not final and might be removed or changed prior to January 1, 2010.

(\*\*) The targets are indicative only and might still change.

TBD: To Be Determined.