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**United nations development programme**

 **The undp strategic plan 2014-2017**

**Annex II**

**Integrated Results and Resources Framework**

*Summary*

This document presents the populated Integrated Results and Resources Framework (Annex II to the UNDP Strategic Plan 2014-2017), prepared in accordance with Executive Board decision 2013/27. This annex contains indicators, baselines, and targets corresponding to the results that UNDP aims to achieve or contribute to for 2014-2017.

The Executive Board may wish to:

1. take note of the progress made by UNDP in populating the IRRF;
2. encourage UNDP to continue its efforts to fine tune the results to resources picture of the organisation by the end of 2014;
3. encourage UNDP to populate as close to 100% as possible of first year milestones and 2017 targets in time for the annual reporting exercise for the first year of the new Strategic Plan, for inclusion in the Annual Report on results for the June 2015 Executive Board; and,
4. keep the Board informed of progress and challenges in the application of the IRRF.

Contents

*Page*

[I. Introduction to the populated Integrated Results and Resources Framework 2](#_Toc388634184)

[A. STRUCTURE AND TERMINOLOGY 4](#_Toc388634185)

[B. DEVELOPING THE FRAMEWORK 5](#_Toc388634186)

[C. DATA COLLECTION, MONITORING AND REPORTING 6](#_Toc388634187)

[D. LINK TO THE GLOBAL AND REGIONAL PROGRAMMES 7](#_Toc388634188)

[E. WOMEN’S EMPOWERMENT AND GENDER EQUALITY IN THE IRRF 7](#_Toc388634189)

[F. INDICATIVE RESOURCES 8](#_Toc388634190)

[G. ACCRONYMS AND ABBREVIATIONS 9](#_Toc388634191)

[II. Integrated Results to Resources Framework 11](#_Toc388634192)

[Tier One: Impact 11](#_Toc388634193)

[Tier Two: Development Outcomes and Outputs 12](#_Toc388634194)

[Tier Three: Organizational Effectiveness and Efficiency 40](#_Toc388634195)

# Introduction to the populated Integrated Results and Resources Framework

1. This annex to UNDP Strategic Plan (SP) 2014-2017 translates the SP into measurable results. It enables UNDP and stakeholders to monitor achievements, learn lessons and hold the organization accountable for the funds entrusted to it. This June 2014 submission of the Integrated Results and Resources Framework (IRRF) builds on the version approved with the UNDP Strategic Plan 2014-17 at the Second Regular Session of the Executive Board in September 2013. As requested by the EB, it has been refined to improve indicators and to develop baselines, targets and annual milestones, appropriately disaggregated (where possible and relevant). The EB is invited to note the progress made on the IRRF, the dimensions which have been included to date *(paragraph 4),* and the further work which will be undertaken in the coming months *(paragraph 6)*. The IRRF is a “living document” that will be updated and/or revised each year based on experience working with the indicators (including relevance and data availability) and with progress against the performance targets.
2. The IRRF has been developed in accordance with the core principles set out in the approved September 2013 document: *that UNDP is a demand-driven organization and aligns its support behind national priorities. UNDP support under the outcomes and outputs below are decided at country level, based on national demand. Only Country Offices that provide support based on demand under a given outcome monitor the relevant indicators in respective output dimensions. The framework helps UNDP and the Executive Board to understand how well UNDP is contributing to development according to demand and plan; it is not for reporting on performance of programme countries (as per EB decision 2011/14).* Likewise, the evidence gathered to monitor the indicators is, wherever possible at output level, based on national statistics and data, and in all cases gathered routinely through programme and project monitoring with relevant national and other partners. This evidence should be objectively verifiable and subject to UNDP’s programme and policy procedures including the Evaluation Policy. These commitments remain the foundation of UNDP’s Strategic Plan and the IRRF.

3. The IRRF builds on partner feedback through consultation with members of the Executive Board (EB) including the external Peer Review Group on results. It is consistent with UNDG Results Based Management (RBM) terminologies, QCPR, EB decisions, and harmonized with peer agencies: UNICEF, UN-Women, UNFPA and WFP. UNDP in partnership with the peer agencies, have taken concrete steps towards converging strategic planning, particularly with respect to specific indicators in results frameworks.

4. As this is the first year of a four year SP and this IRRF demands a much broader approach to working with data for UNDP (reflected in a significant effort in data collection across 136 Country Offices and 154 programme countries), a number of areas remain under development. As of this date, it has been possible to include in the IRRF the following, prepared in accordance with Executive Board decision 2013/27:

* A framework with a full development results chain including impact, outcome and output levels; the latter captures the development change resulting directly from UNDP’s support through the products and services we deliver.
* An integrated framework which includes both development results and organisational results in order to measure, monitor and report on the relationship between UNDP’s effectiveness and efficiency.
* A results and resources framework which sets out an indicative resource envelope for each of the seven outcomes over the next four years.
* Harmonized indicators at outcome and output level with other UN agencies including a set of common indicators for the QCPR.
* Of the 128 indicators in the development tiers (impact, outcome and output) 85% have been populated with baselines, milestones (where relevant) and targets. Of the remaining indicators to be populated, 7% relate to the post-2015 agenda (and therefore the methodology is under development) and 8% are under review for the reasons set out below in *paragraph 5.* See the notes in the IRRF for more details on those highlighted as under review.
* Of the 50 indicators in the organisational efficiency and effectiveness tier, 78% have been populated. Of the remaining indicators to be populated, 16% are common QCPR related indicators which are pending agreement on a common methodology with other UN agencies and 6% are related to new areas of work to develop, for example, project quality standards or new surveys to measure and monitor the efficiency and effectiveness of UNDP’s work. These will be populated within the next six to twelve months.
* Baselines and targets are provided for all those where indicators were relevant and data is available. Milestone data for 2014 only has been provided at the output level.
* Prioritisation has been given to disaggregation by sex (male/female) in the first year. UNDP will invest in efforts, including with other UN agencies and national partners, to progressively develop methods to collect other types of disaggregated data so that monitoring and tracking of indicators is meaningful for the overall purpose of reaching the poorest and most disadvantaged.

5. Key challenges include: 1) some data was not available at the country level in the time allotted for data collection and, therefore baselines and targets have not yet been set by all relevant country offices for all indicators; 2) a number of indicators were deemed “not relevant” by a number of country offices linked with the related output – these indicators will need to be revisited, revised or potentially removed over the next six months in time for the next round of data collection; 3) not all country offices were able to access disaggregated data yet; and 4) in attempting to set baselines and targets, a number of country offices realized they had not associated (“linked”) their country results with the most appropriate IRRF output/indicator.

6. UNDP will continue to refine the indicators, data and “linking” over the coming months. This approach is consistent with practice by peer organisations as communicated by the members of the external Peer Review Group, which emphasized the need continually to learn lessons and adjust. Bearing in mind that UNDP support responds to national demand, updating targets will also be a regular feature of IRRF monitoring in order to reflect changes in national context, priorities and/or improvements to indicator appropriateness and data availability.

##  STRUCTURE AND TERMINOLOGY

7. This is the first Strategic Plan for which UNDP has presented a single integrated framework that shows the connection between development and management results and the link between resources and results. The structure of the IRRF is shown in Figure 1 in summary and in more depth in Figure 3 on page 11 with resources attached at outcome level. The structure is harmonised with other UN agencies in accordance with the QCPR and EB decision [2011/14].

8. Development results are captured at the levels of Tier One (impact) and Tier Two (outcome and output) and organisational effectiveness and efficiency at Tier Three. The *Impact tier* reflects the overall vision of the UNDP SP – eradication of poverty. Tier One can only be achieved through the collective action of all development partners. Tier Two represents the core of UNDP’s contribution to the Impact, namely 7 Outcomes and 39 Outputs. *Development Outcomes* are results achieved through the contribution of *multiple* partners, notably national partners, not solely UNDP; the ones selected are those that best capture the kind of development change targeted by UNDP’s efforts and investments, as reflected and agreed in the Strategic Plan 2014-2017. *UNDP Outputs* represent the development change resulting most directly from UNDP’s support through the products and services we deliver, such as brokering and convening, raising awareness, support to planning, policy making, budgets and diagnosis, direct support to reach populations, capacity and institutional development, and so on.

9. Tier Two and the connection between the outcomes and outputs have been developed through internal outcome approach papers (referred to as “theories of change”). These documents explain the “results chain” or link between the results at each tier, i.e. how UNDP’s role and approach through national and multi-partnerships will help achieve the outputs in contribution to the outcomes. These documents also explain the assumptions and risks to achieving the results under each outcome, and approaches for handling these. The “theories of change” are internal, working documents which will continue to be tested and refined over the period of the SP. They were used extensively by country offices in the baseline and target setting exercise for this submission, and will be subject to a first round of review on the basis of lessons learned from this exercise after the June 2014 annual session of the Board.

10. Tier Three, the organisational level, focuses on monitoring improvements in organisational efficiency and effectiveness. Importantly, this contains a set of common indicators for the QCPR, harmonised with UNICEF, UNFPA, UN Women and WFP (some of which remain pending finalisation of joint work on a harmonised methodology to collect data and monitor the indicator). Other indicators have been included based on organisational results already monitored under the last SP, enabling UNDP to track longer term trends. New indicators were introduced to monitor results for areas of work prioritised in the new SP. With regard to the latter, a number of these indicators’ milestones and targets remain pending as we develop new business processes and corresponding indicator and data collection methodologies, for example a new project quality assurance system and revised guidelines for programme quality assurance.

11. There are two challenges in implementing this results framework that UNDP is still struggling with: (i) some outputs contribute to multiple outcomes (alternate pathways or theories of change at country level, subtleties that cannot be captured in UNDP’s Atlas system), so results and resources relationships are more complex than this linear structure would suggest; and (ii) to keep the indicators to a manageable number and “attributable” to UNDP at the output level, the gap between outcomes and outputs is often significant, making it hard to establish causal connections between the results of the products and services UNDP delivers at output level and the development outcomes in some cases. This is a common challenge across peer organisations. It will be addressed by highlighting these linkages in narrative reporting as well as continual refinement of the IRRF over time.

##  DEVELOPING THE FRAMEWORK

12. Indicators in the IRRF were identified based on years of development practice and/or best available knowledge, and tested through a pilot with UNDP Country Offices on relevance, viability, measurability and accessibility of data. To the extent possible, indicators were selected to capture data points that were already being collected and relevant to the maximum number of country contexts to enable aggregation across multiple countries with diverse development contexts and ambitions. In other cases, indicators were developed to set baselines and monitor new areas of work in the SP. Internal methodologies for data collection, calculation and aggregation have been developed for every indicator in the IRRF to ensure that all COs apply the same methodology to setting the baseline, milestone and target (such as how to define and measure “effectiveness” or “quality”). To note, these methodologies will continue to be refined and improved as lessons are learned from the first round of data collection.

13. The process to populate the framework was completed in four steps, following the development of theories of change and indicator methodologies: (i) a process of “linking” programme outcomes and project outputs to the new SP outcomes and outputs was carried out in UNDP’s project management system (ATLAS) to create a “footprint” of the organisation’s work across the IRRF; (ii) Country Offices set baselines and targets for those indicators associated with the outcomes and outputs to which they linked; (iii) HQ units and regional bureaus completed the linking exercise and provided data for global and regional results; and (iv) most outcome level indicators of outcomes 1, 2, 3, 4 and 5 were populated through available international data sources (which themselves use national data as their source). Extensive support was provided to all offices over a period of more than five months, and data was verified through a quality assurance and validation process, led by Regional Bureaus for CO submissions, complemented by review and supplementary data from HQ policy experts.

14. The first round of formal baseline, milestone and target setting has also provided a valuable opportunity for identifying the relevance of indicators and availability of data of each of the output indicators at the country level. Five scenarios emerged in the first baseline, milestone and target setting exercise: (i) the indicator is relevant to CO work and data is available to set baselines; (ii) the indicator is relevant but data is not currently available; (iii) the indicator is not relevant to CO work; (iv) the output is not relevant to CO work; (v) the CO “linked” to the wrong outcome/output and requested to revise the linking (which will influence the results and resources picture over the first year of the SP). The last three scenarios are referred to in the introduction, with next steps regarding removal or revision of indicators and a second round of “linking” country, regional and global results to the SP/IRRF.

15. With regard to the second scenario and data availability, as recommended by the external Peer Review Group, both indicator data and the number of countries where data is available have been provided. For all indicators where fewer than 40% of the COs that linked to an output were able to provide data for the indicator, then either the indicator or the indicator methodology/data collection approach will be reviewed for relevance or feasibility in the next round. Details of data availability, representativeness and the assumptions made to devise baselines, milestones and targets can be found in the detailed notes.

## DATA COLLECTION, MONITORING AND REPORTING

16. The data source for each indicator is listed in the framework below, with data for outputs primarily sourced via Country Offices and a range of national and local sources which cannot be listed in full here. For outcome level, the majority of the indicators already exist and are monitored by peer organisations such as the International Labour Organisation, UN Women, and the World Bank etc. In these cases in order to be consistent and harmonised with others, the baselines and targets have been set using public data and targets set based on existing global commitments such as the Millennium Development Goals. Noting that the data has been adjusted on the basis of the programme countries where UNDP works to ensure relevance, the detail can be found in the notes sections for each outcome.

17. Baselines for outputs are primarily set as at the end of 2013 and reflect the current situation or stage of progress resulting from UNDP’s support at that time. COs were then asked to set a target on the basis of current project plans and targets, up to 2017, including pipeline projections, i.e. if resources and demand for UNDP support is maintained. Since the country programme and project cycles can be different from the SP cycle, the quantitative targets are cumulative results starting from the beginning of the ongoing projects, i.e. include what has already been achieved by end of 2013 and what additional results are expected to be achieved throughout the period of the new SP. The baselines by definition are different from the annual reporting data.

18. Baselines for outcomes were determined on the basis of the latest data available from the global data sources used. For outcome indicators, UNDP is only one of several contributing partners to achieving results in these areas. Thus, the targets are either devised from globally-agreed targets when available, or will be devised post-2015 once the new sustainable development goals have been agreed. In a few cases, the targets are set based on past trends in previous years and adjusted for other key factors. Some indicators are not suitable for target setting at all (e.g. in the format of index), in such cases UNDP will still monitor trends and analyse progress in order to adjust planned contributions if needed. There are also some indicators for which the methodology needs to be developed as noted in the introduction*.*

19. For those indicators which were found to be relevant to COs but data is not currently available, it may take six to twelve months to discuss approaches with partners, put in place new data collection measures and/or gather the data. There will be increased number of country programmes and projects using the IRRF indicators when applicable. UNDP will support national partners and advocate with other UN agencies, and progressively build up the national M&E capacities to collect and utilize data in these areas. An update will be provided in the first Annual Report in 2015.

20. All indicators that use ‘country’ as a unit for aggregation at the corporate level (‘number of countries’ or ‘percentage of countries’) are underpinned by qualitative indicators in internal monitoring systems. For instance, the IRRF indicator “Number of countries with policy and institutional reforms that increase access to social protection schemes…” will track country-specific policy and institutional reforms supported by UNDP, on the one hand; and the extent to which target populations are gaining access to social protection schemes as a result of those reforms (combined with other UNDP-supported measures to address barriers to access, as necessary), on the other. More detail on the content of such indicators will be described in narrative, annual reporting to accompany the IRRF update each year.

21. UNDP will continue to strengthen results frameworks in country programme documents and to integrate stronger country level monitoring to ensure that the IRRF stays grounded at the country level, as recommended by the independent evaluation of the previous strategic plan. The EB also requested UNDP to develop internal capacity throughout UNDP for data collection and reporting on the IRRF. Our efforts to do so are reported in the UNDP management response to the Annual Report on Evaluation in UNDP 2013.

## LINK TO THE GLOBAL AND REGIONAL PROGRAMMES

22. The IRRF and the Global and Regional Programmes complement each other. All Regional Programme results frameworks (RF) include some exact indicators from the IRRF with a focus on results for each region, with additional complementary region-specific results as needed. The Global Programme (GP) indicators specifically measure the GP’s contribution to the outputs and outcomes in the IRRF, i.e. enablers to support COs and UNDP in achieving the results in the IRRF. Therefore, in the IRRF itself, the GP and RPs contribute to (but do not duplicate or double count) towards the country-owned results in Outcomes 1 to 6. Conversely Outcome 7 is about global thought leadership, advocacy, and research. Thus, the Global Programme would directly contribute towards the outputs in Outcome 7, whereas its contribution is more indirect for the outputs under Outcomes 1-6.

## WOMEN’S EMPOWERMENT AND GENDER EQUALITY IN THE IRRF

23. Gender equality and the empowerment of women is a central theme of the UNDP Strategic Plan 2014-17, both as a standalone outcome (Outcome 4) and mainstreamed across the other six. [The Gender Equality Strategy](http://www.undp.org/content/dam/undp/library/gender/GenderEqualityStrategy2014-17.pdf), 2014-2017, presented to the Executive Board in January 2014 elaborated this commitment further by providing strategic guidance to UNDP business units to mainstream gender as they operationalize the UNDP strategic plan. The IRRF provides the primary tool for planning, monitoring and measuring UNDP’s progress against these commitments through outputs and indicators for gender equality for each of its seven outcomes, including Outcome 4 on reducing gender inequalities and promoting women’s empowerment. The institutional results outlined in section 4 of the Gender Equality Strategy will be measured both through some of the IRRF Organizational Effectiveness and Efficiency indicators (*e.g. Indicator 9 on the Gender Marker*) as well as the Annex 8 to the Gender Equality Strategy.

24. The development indicators in the IRRF at outcome and output level are - wherever possible and data is available - gender-sensitive or sex-disaggregated in order to drive UNDP development planning to target women and the differentiated needs of women and girls vis-à-vis men and boys. Examples include: *1.1.1 Number of new jobs and livelihoods for women (15+ years of age)* and; *3.5.3 Number of countries with improved coverage of: a) community-oriented and b) gender-sensitive policing services.* Furthermore, UNDP is working in harmonization with UN Women and other UN agencies on a number of indicators including*: Outcome indicator 4.3 Percentage of countries where there is evidence that national prevalence of physical and/or sexual violence experienced by women has decreased* (managed and reported by UN Women); and *Outcome indicator 4.5* *Proportion of decision making positions in peace building processes which are occupied by women* (Managed by UN Women and reporting through the UN SG’s report on Women, Peace and Security).

25. In the first round of populating the IRRF it has been found that a lower proportion of Country Offices “linked” results to Outcome 4 than expected. For example, less than 1% of the project outputs of UNDP portfolio were linked to Outcome 4 and only two Country Offices “linked” to Output 4.5. Four scenarios have emerged in the first round of linking and data collection: (i) Outcome 4 is relevant to the country programme, there is a gender specific outcome in the CPD and therefore the CO can link project outputs to Outcome 4; (ii) Gender equality and women’s empowerment is relevant to the country programme but not described as a primary focus of CPD outcomes or outputs and therefore linking country results to those in Outcome 4 is restricted by the one-on-one linking required to ensure no double-counting of resources to results (i.e. project outputs can only be linked to *one* SP output); (iii) Gender equality and women’s empowerment is part of a country programme, but mainstreamed through activities across the portfolio,; or (iv) Outcome 4 is not a priority for the current country programme. Over the next six to twelve months UNDP will work on improving the methodology for monitoring results in this area and indicators and using the IRRF and other methods to complement the monitoring of gender equality results (e.g. Gender Marker).

## INDICATIVE RESOURCES

26. The IRRF is an *integrated* results and resources framework. In this version the financial picture presented (Figure III on page 11) is the same as the estimated resources per outcome presented at the September 2013 EB (based on past expenditure patterns, projected onto the new SP). The May 2014 data below (Figure II) represents number of the country, regional and global project outputs that have been linked to the SP results, against which the current output indicator baselines were collected, milestones (2014) and targets were set. As indicated above, this picture is subject to change given that a number of country offices realized that they have not associated (or “linked”) their results with the best fit output/indicator in the IRRF. COs will have an opportunity to revise their linking over the next six months and a revised linking picture with resources will be reflected in the first annual report to be presented in June 2015, when the resource data for the whole year of 2014 will be also available.

**Figure II: Country, Regional and Global Project Outputs Linked to SP IRRF (15 May 2014)**

|  |  |
| --- | --- |
| **Outcome/Cost classification** | **Number of active Project Outputs** |
| OUTCOME 1 | 1,899 |
| OUTCOME 2 | 1,211 |
| OUTCOME 3 | 1,027 |
| OUTCOME 4 | 139 |
| OUTCOME 5 | 544 |
| OUTCOME 6 | 310 |
| OUTCOME 7 | 484 |
| Development Effectiveness | 241 |
| Unaligned[[1]](#footnote-1) | 1,022 |
| Management Results (1-7) | 799 |
| UN Development System Coordination | 346 |
|  Unlinked[[2]](#footnote-2) | 591 |

## ACCRONYMS AND ABBREVIATIONS

ABS Access and Benefits Sharing Regime

AIDS Acquired Immunodeficiency Syndrome

ARV Antiretroviral

CAP Consolidated Appeal Process

CO Country Office

CRM Climate Risk Management

CSO Civil Society Organisation

DESA United Nations Department of Economic and Social Affairs

DRR Disaster Risk Reduction

DOCO Development Operations Coordination Office

DRM Disaster Risk Management

FSC Forest Stewardship Council

EU European Union

FTA Full Time Equivalent

GBV Gender Based Violence

GP Global Programme

GEF Global Environment Facility

HDI Human Development Index

HDR Human Development Report

IATI International Aid and Transparency Initiative

IRRF Integrated Results and Resources Framework

MAF Millennium Acceleration Framework

MDG Millennium Development Goals

MOSS Minimum Operations Security Standards

NGO Non-Governmental Organization

OAI Office and Audit and Investigation, UNDP

ODA Overseas Development Assistance

OR Other Resources

PPP Purchasing Power Parity

PRG Peer Review Group

QCPR Quadrennial Comprehensive Policy Review

RBM Results based management

RP Regional Programme

RF Results Framework

RPs Regional Programme

RR Regular Resources

SDGs Sustainable Development Goals

SGBV Sexual and Gender Based Violence

SP Strategic Plan

SSC South-South and Triangular Cooperation

SWAP Sector Wide Approach

TB Tuberculosis

TBD To be determined

UNAIDS Joint United Nations Programme on HIV/AIDS

UNBRAF Unified Budget, Results and Accountability Framework

UNDG United Nations Development Group

UNDP United Nations Development Programme

UNFPA United Nations Population Fund

UNICEF United Nations [Children's Rights & Emergency Relief Organization](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=2&cad=rja&uact=8&ved=0CE8QFjAB&url=http%3A%2F%2Fwww.unicef.org%2F&ei=8GF5U8C9C_LisAThr4LADw&usg=AFQjCNEdnaMe6rrMwVYO4tkZ_AZBfJyNyQ&sig2=gXfMJbKt-tJb-0LqXn6zjQ&bvm=bv.66917471,d.cWc)

WFP World Food Programme

**Figure III: Summary of the IRRF** 

# Integrated Results and Resources Framework[[3]](#footnote-3)

## Tier One: Impact

|  |
| --- |
| **Impact: Eradication of poverty and a significant reduction of inequality and exclusion** |
| **Notes:****Indicator 1.** Source: UNDP calculations based on The World Bank (World Development Indicators and Poverty and Inequality Database) and the United Nations Department of Economic and Social Affairs (DESA) (The 2012 Revision of the World Population Prospects). Measures the number of people below poverty line as a percentage of population in countries with data. (a) Based on 103 programme countries, using latest data on poverty rate and 2012 population. (b) Based on 104 programme countries, using latest data on poverty rate and 2012 population.**Indicator 2.** Source: UNDP calculations based on The World Bank (World Development Indicators and Poverty and Inequality Database) and United Nations Department of Economic and Social Affairs (The 2012 Revision of the World Population Prospects). Simple average, based on: (a) 103 programme countries, (b) 104 programme countries, and (c) 80 programme countries. **Indicator 3.** Source: Based on UNDP, Human Development Report 2013. Simple average, based on 99 programme countries, using latest data up to 2011. The baseline is consistent with a poverty rate of 31% of population.**Indicator 4.** Source: Based on UNDP, Human Development Report 2013. Simple average based on 150 programme countries for HDI and 104 programme countries for IHDI. The global average (which includes also developed countries) is 0.69 for the HDI and 0.53 for IHDI.**\*** Using latest data up to the year specified. |
| **Impact indicators** | **Baseline**  |
| 1. Number and proportion of **people living below**

a) **1.25 US Dollars** a day (PPP) b) **2.50 US Dollars** a day (PPP) | a) 1.2 billion, 21.6% of total population (2012\*)b) 2.9 billion, 51.6% of total population (2012\*) |
| 1. **Poverty gap** (%)

a) at **1.25 US Dollars** a day (PPP)b) at **2.50 US Dollars** a day (PPP)c) at **National Poverty Lines** | a) 8.1% (2012\*)b) 20.2% (2012\*)c) 12.5% (2012\*) |
| 1. **Multi-dimensional poverty index** (MPI), adjusted to reflect national data, standards and definitions
 | 0.168 (2011\*) |
| 1. **Human Development Index** (HDI)

**Inequality**-adjusted HDI (IHDI) | 0.62 (2012)0.47 (2012) |

## Tier Two: Development Outcomes and Outputs

|  |
| --- |
| Outcome 1: **Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded** |
| **Notes:****Indicator 1.1.** Source: UNDP estimate based on data from the International Labour Organization. Baseline is the simple average from 137 programme countries that have data available. There is no numeric international target for employment rate. For monitoring purposes, UNDP uses the direction of travel (increase), acknowledging that based on the IMF (World Economic Outlook October 2013) projection, the employment rate, estimated by UNDP will increase 0.5 points (total) between 2012 and 2017, based on the simple average of 70 Programme countries with data available. **Indicator 1.2**. Source: UNDP estimate based on data from International Labour Organization of 139 (a), 133 (b), 152 (c) and 38 (d), and 89 UNDP programme countries, respectively. There is no numeric international target for social protection. For monitoring purposes, UNDP uses the direction of travel (increase in social protection coverage).**Indicator 1.3.** Source: UNDP estimate based on data from World Resource Institute of 137 UNDP programme countries. Targets are to be determined: Countries are currently preparing for a new international treaty which is expected to be signed at the 21st Conference of the Parties in Paris in December 2015. **Indicator 1.4.** Source: UNDP estimate based on Global SE4ALL data, managed by the World Bank. a) Weighted average using population from the United Nations Department of Economic and Social Affairs (DESA)(World Urbanization Prospects, the 2011 Revision), based on 157 UNDP programme countries, b) Weighted average using population, based on 141 UNDP programme countries. c) Simple average for 145 (total), 93 (industrial), 79 (agriculture), 93 (other) UNDP programme countries d) Weighted average using energy use, based on 144 UNDP programme countries. There is no numeric internationally agreed target. Direction of travel/trends estimated by UNDP using historical trends.**Indicator 1.5.****a)** Source: UNDP estimate based on World Database on Protected Areas from 2013 for 158 UNDP programme countries. Direction of travel is estimated by UNDP based on Aichi Target 11 (By 2020, at least 17 per cent of terrestrial and inland water areas and 10 per cent of coastal and marine areas…) and information from the Convention on Biological Diversity.**b)** Source: UNDP estimate based on data from Organic World Net (2011) and Forest Stewardship Council (FSC) (2013) for 119 UNDP programme countries. UNDP will monitor this indicator using a direction of travel (increase) as there is no internationally agreed spatial target for sustainable use. The relevant Aichi Target (#7) speaks only of sustainable management, without a numerical target. **c)** Source:UNDP estimate based on Global Environment Facility (GEF)-UNDP portfolio. Baseline is based on the fact the work in ABS was in nascent stages in 2013, and therefore its coverage can conservatively be considered to be 0 ha.Direction of travel only for monitoring (increase) since there is no internationally agreed spatial target for ABS. The relevant Aichi Target (#16) speaks only of the adoption of the Nagoya Protocol, without a numerical target. **\*** Using latest data up to the year specified. |
| **Outcome Indicators**  | **Baseline** | **Target (2017)** |
| **1.1. Employment rate,** disaggregated by sector and sub-sector, **sex**, age and excluded groups and by wage category when availablea.1) Female Employment rate (employment as a share of labor force)a.2) Male Employment rate (employment as a share of labor force)b.1) Female Employment to population ratio (employment as a share of working-age population)b.2i) Male Employment to population ratio (as a share of working-age population) | a.1) 89.5% (2012)a.2) 91.9% (2012)b.1) 47.9% (2012)b.2) 70.2% (2012) | Direction of travel:**Increase**, a) by 0.5% (2012-2017) |
| **1.2. Coverage of social protection systems,** disaggregated by sex, age, income, rural/urban and at risk groups |  | Direction of travel: **Increase**  |
| a) Percentage of population above legal retirement age in **receipt of a pension** | a) 44.2%[[4]](#footnote-4)(2012\*) |
| b) Percentage of working-age population actively **contributing to a** **pension scheme** | b) 23.1% (2012\*) |
| c) Percentage of unemployed not receiving **unemployment benefits**  | c) 98.4% (2013\*) |
| d) Contributors to employment **injury benefits** (as percentage of total employed) | d) 36.9% (2008\*) |
| e) **Maternity benefits** by type * + - Number of countries that have both statutory and employer-granted maternity benefits
* Number of countries that have statutory maternity benefits only
* Number of countries that have employer-granted maternity benefits only
* Number of countries that have neither statutory nor employer-granted maternity benefits
 | e) * 15 (2013)
* 89 (2013)
* 39 (2013
* 2 (2013)
 |
| **1.3.** Annual **emissions of carbon dioxide** (million tons CO2 equivalent**)** | 28,879 Million tons CO2 equivalent (2010) | To be determined (Paris 2015) |
| **1.4. Coverage** of **cost-efficient and sustainable energy,** disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups |  | Direction of travel based on past trend: |
| a)Percentage of population with **connection to electricity** (total)* + - Urban
		- Rural
 | a) **80.5% (2010\*)*** 94.2% (2010\*)
* 68.6% (2010\*)
 | a) **Increase**, 89% |
| b)Percentage of population with **access to non-solid fuels** (total)* + - Urban
		- Rural
 | b) **48.4% (2010\*)*** 76.5% (2010\*)
* 23.9% (2010\*)
 | b) **Increase,** 56% |
| c) **Energy intensity** (total, primary energy)* + - Industrial Sector
		- Agricultural Sector
		- Other Sectors
 | c) **9.7 MJ/$2005 (2010\*)*** 6.5 MJ/$2005 (2010\*)
* 2.4 MJ/$2005 (2010\*)
* 11.0 MJ/$2005 (2010\*)
 | c) **Decrease,** 8.9 MJ/$2005 |
| **d) Share of renewable energy** in energy use | d) **24.3%** (2010\*) | d) **Increase: 45%**  |
| **1.5. Hectares of land** that are **managed sustainably** under a conservation, sustainable use or access and benefits sharing regime |  | Direction of travel based on past trend: |
| a) Number of hectares of land managed under an in-situ conservation regime | a) **1.3** billion ha (2013) | a) **1.35 billion** ha(4% increase for terrestrial areas) |
| b) Number of hectares of land managed under a sustainable use regime | b) **103** million ha (2013) | b) **Increase** in area |
| c) Number of hectares of land managed under an access and benefits sharing (ABS) regime  | c) **0** ha (2013) | c) **Increase** in area |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 1.1.** National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive***Number of countries linked:* 117 (March 2014), *Regional (5) and Global (May 2014)*** | **1.1.1** | Number of **new jobs and other livelihoods** generated disaggregated by sector and sub-sector, **by sex**, age and excluded groups and by wage category when available1. New jobs and other livelihoods generated for **women**
2. New jobs and other livelihoods generated for **men**
 | a) 0 (83 countries)b) 0 (76 countries) | a) 678,958b) 496,057 | a) 2,352,812b) 1,515,149 |
| **Indicator 1.1.1 Note**: Tracks the number of new jobs created and number of additional people benefiting from strengthened livelihoods from January 2014 onward. For complementary new jobs and livelihoods, please see **indicator 1.3.2** and **indicator 6.1.1**. |
| **1.1.2** | Number of countries with **policies, systems and/or institutional measures** in place at the national and sub-national levels to **generate and strengthen employment and livelihoods**.1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *74 linked countries with data reported*1. 31
2. 33
3. 9
4. 1
 | *74 linked countries with data reported*1. 14
2. 34
3. 23
4. 3
 | *74 linked countries with data reported*1. 7
2. 14
3. 33
4. 20
 |
| **Indicator 1.1.2 Note:** Tracks the number of countries where UNDP support (on demand from programme countries) has led to a change in policies, systems and institutional measures with the aim of generating and strengthening employment and livelihoods. The effectiveness of UNDP’s support is tracked using a qualitative assessment and objective evidence of UNDP support having led to results. |
| **1.1.3** | Number of **new schemes** which **expand and diversify the productive base** based on the **use of sustainable production technologies** | *68 linked countries with data reported*0 | *68 linked countries with data reported*404 | *68 linked countries with data reported*1,902 |
| **Indicator 1.1.3 Note:** Tracks the number of new schemes (specified as demonstration projects, advocacy and knowledge generation, skills-building schemes, and implementation support) that played a catalytic role in prompting a follow-up action and/or leading to a major, transformational change, from January 2014 onward. |
| **1.1.4** | Number of countries in which **public and private development investments** are informed by **cross-sector assessment** to maximize social, environmental and economic benefits over the medium to long term 1. **Public investments**
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
2. Government decision-making on **major private sector investments**
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
 | *1.35 linked countries with data reported*1. 9
2. 14
3. 1
4. 1

*2.38 linked countries with data reported*1. 23
2. 12
3. 2
4. 1
 | *1.35 linked countries with data reported*1. 16
2. 17
3. 0
4. 2

*2. 38 linked countries with data reported*1. 18
2. 11
3. 7
4. 2
 | *1.35 linked countries with data reported*1. *4*
2. *8*
3. *19*
4. *4*

*2.38 linked countries with data reported*1. 4
2. 10
3. 16
4. 8
 |
| **Indicator 1.1.4 Note:** This qualitative indicator measures the effectiveness of UNDP’s support (on demand from programme countries) for cross-sector assessments, tracking the number of countries where UNDP support has led to results, using a qualitative assessment and objective evidence. |
| **Output 1.2.** Options enabled and facilitated for inclusive and sustainable social protection ***Number of countries linked:* 59 (March 2014), *Regional (5) (May 2014)*** | **1.2.1** | Number of countries with **policy and institutional reforms** that increase access to **social protection schemes**, targeting the poor and other at risk groups, disaggregated **by sex**, **rural and urban**a) Increase access for **women**b) Increase access for **men**c) Increase access in **rural** areasd) Increase access in **urban** areas | a) 3 out of 19b) 3 out of 19c) 0 out of 20d) 0 out of 23 | a) 3 out of 19b) 3 out of 19c) 1 out of 20d) 1 out of 23 | a) 10 out of 19b) 10 out of 19c) 6 out of 20d) 8 out of 23 |
| **Indicator 1.2.1 Note:** Qualitative indicator through which the effectiveness of UNDP’s support (on demand from programme countries) for policy and institutional reform on social protection is assessed against objective criteria. The indicator tracks the number of countries where UNDP support is leading to results on a 1 to 5 scale where the highest level (5) reflects the most significant change achieved with UNDP’s direct support. Those reported are at 4 or 5 in the scale, using objective evidence to verify that UNDP’s support is directly contributing to results. |
| **1.2.2** | Number of countries with **sustainable financing** in the **national budget for** **social protection** | *16 linked countries with data reported*13 | *16 linked countries with data reported*16 | *16 linked countries with data reported*16 |
| **Indicator 1.2.2 Note:** Tracks the number of countries where UNDP support (on demand from programme countries) has led to sustainable financing in the national budget for social protection, based on objective criteria and evidence. |
| **Output 1.3.** Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste***Number of countries linked:* 117 (March 2014), *Regional (5) and Global (May 2014)*** | **1.3.1** | Number of **new partnership mechanisms** with funding for **sustainable management solutions** of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level, disaggregated by partnership type | *82 linked countries with data reported*0 | *82 linked countries with data reported*168 | *82 linked countries with data reported*700 |
| **Indicator 1.3.1 Note:** Tracks the number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level, created from January 2014 onward. |
| **1.3.2** | Number of **new** **jobs and livelihoods** created through management of natural resources, ecosystem services, chemicals and waste, disaggregated **by sex**, and rural and urban1. Jobs and livelihoods created for women
2. Jobs and livelihoods created for **men**
 | *a)59 and b) 62 linked countries with data reported*1. 0
2. 0
 | *a)59 and b) 62 linked countries with data reported*1. 301,937
2. 186,203
 | *a)59 and b) 62 linked countries with data reported*1. 862,614
2. 587,432
 |
| **Indicator 1.3.2 Note:** Tracks the number of new jobs created and additional people benefitting from strengthened livelihoods from January 2014 onward. For complementary new jobs and livelihoods, please see **indicator 1.1.1** and **indicator 6.1.1**. |
| **Output 1.4.** Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented ***Number of countries linked:* 118 (March 2014), *Regional (5) and Global (May 2014)*** | **1.4.1** | Number of countries with systems in place to **access, deliver, monitor, report on and verify use of climate finance**1. Number of countries where climate finance is **being accessed** (by government and non-government institutions)
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
2. Number of countries with **systems in place** to access, deliver, monitor, report on and verify climate finance.
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
 | *1.60 linked countries with data reported** 1. 24
	2. 23
	3. 12
	4. 1

*2.56 linked countries with data reported** 1. 29
	2. 22
	3. 5
	4. 0
 | *1.60 linked countries with data reported*1. 17
2. 22
3. 20
4. 1

*2.56 linked countries with data reported*1. 22
2. 22
3. 12
4. 0
 | *1.60 linked countries with data reported*1. 6
2. 11
3. 24
4. 19

*2.56 linked countries with data reported*1. 4
2. 16
3. 20
4. 16
 |
| **Indicator 1.4.1.** This qualitative indicator measures the effectiveness of UNDP’s support (on demand from programme countries) to putting in place systems to access, deliver, monitor, report and/or verify use of climate finance. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP’s support has led to results. |
| **1.4.2** | Number of countries with **comprehensive measures** - plans, strategies, policies, programmes and budgets - implemented to achieve **low-emission and climate-resilient** development objectives. * 1. Not adequately implemented
	2. Very partially implemented
	3. Partially implemented
	4. Largely implemented
 | *85 linked countries with data reported** + 1. 36
		2. 37
		3. 12
		4. 0
 | *85 linked countries with data reported** 1. 20
	2. 40
	3. 25
	4. 0
 | *85 linked countries with data reported*1. 9
2. 16
3. 38
4. 22
 |
| **Indicator 1.4.2 Note:** Qualitative indicator, through which the effectiveness of UNDP’s support (on demand from programme countries) for compressive measures (defined as plans, strategies, policies, programmes and budgets) for low-emission and climate resilient development are put in place. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP’s support has led to results. |
| **Output 1.5.** Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)***Number of countries linked:* 89 (March 2014), *Regional (5) and Global (May 2014)*** | **1.5.1** | Number of **new development partnerships** with funding for improved **energy efficiency and/or sustainable energy solutions** targeting underserved communities/groups and women | *51 linked countries with data reported*0 | *51 linked countries with data reported*64 | *51 linked countries with data reported*301 |
| **Indicator 1.5.1 Note:** Tracks the number of new partnerships with funding established from January 2014 onward. |
| **1.5.2** | Extent of change in: a) **energy efficiency**, and/or b) **modern energy coverage** by users and specific sectors | *42 inked countries with data reported*0 | *42 inked countries with data reported*193,237 | *42 inked countries with data reported*4,913,529 |
| **Indicator 1.5.2 Note:** Tracks the **number of people** with improved energy access as a result of UNDP support, from January 2014 onward. |

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| Outcome 2: **Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance** |
| **Notes:****Indicator 2.1.** Source: UNDP will utilize data from the International Budget Partnership to track progress in countries requesting support. The Open Budget Survey measures the state of budget transparency, participation, and oversight in countries around the world. The Open Budget Index (OBI), ranging between 0 and 100, is a simple average of the quantified responses for the 95 Survey questions that are related to budget transparency. In 2012 the simple average for 87 programme countries was 38. The OBI data show that in six years (from 2006 to 2012), 40 countries have made progress. For details, [see Open Budget Survey 2012](http://internationalbudget.org/wp-content/uploads/OBI2012-Report-English.pdf). The target will depend on the number of countries demanding support.**Indicator 2.2.** Source: UNDP calculation, based on data from the Inter-Parliamentary Union, on the average voter turnout in 99 programme countries as of 2013. Direction of travel estimated by UNDP based on historical world trends. **Indicator 2.3.** Source: UNDP calculation based on data from the Inter-Parliamentary Union (PARLINE database: http://www.ipu.org/parline-e/parlinesearch.asp) for 151 programme countries, collected in January 2014. Figures represent the aggregate proportion (total number of women in parliaments divided by the total number of seats). The international target of 30% of women in decision making positions (by 1995) comes from ECOSOC Report E/1990/90. UNDP estimated a 22.7% trend based on historical figures. **Indicator 2.4.** Indicator methodology is under development. |
| **Outcome Indicators**  | **Baseline** | **Target (2017)** |
| 2.1. Number of countries with **open access to data** on government budgets, expenditures and public procurement | UNDP will use OBI scores to track progress in countries requesting support | Direction of travel: **Increase** |
| 2.2. Voter turnout  | 67.9% (2013) | Direction of travel based on past trend: **Increase**, 70.0%  |
| 2.3. Proportion of **women** to men **in Parliaments**  | 20.4% (2013) | **30%** |
| 2.4. Peaceful completion of electoral and constitutional processes | *Methodology under development* |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 2.1.** Parliaments,constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions ***Number of countries linked: 105 (March 2014), Regional (5) and Global (May 2014)*** | **2.1.1** | Number of **Parliaments, constitution making bodies and electoral institutions** which meet minimum benchmarks to **perform core functions** effectively1. Parliaments
2. Constitution-making bodies
3. Electoral institutions
 | 1. 8 out of 60
2. 8 out of 32
3. 12 out of 45
 | 1. 21 out of 66
2. 16 out of 33
3. 19 out of 46
 | 1. 52 out of 67
2. 29 out of 36
3. 38 out of 47
 |
| **Indicator 2.1.1 Note:** Qualitative indicator which tracks number of countries, through objective criteria, verified through objective evidence where:1. **UNDP-supported** parliaments (on demand from programme countries) meet the following minimum benchmarks for core functions: strategic plan development and implementation, dialogue and lawmaking on core issues, budget oversight, inclusion of marginalized groups in parliamentary processes, communication and outreach, and parliamentary administration.
2. **UNDP-supported** constitution-making bodies (on demand from programme countries) meet the following minimum benchmarks for core functions: lead review and amendment of the Constitution, representativeness, functional Secretariat, public education, process openness and transparency, and legal endorsement process.
3. **UNDP-supported** electoral management bodies (on demand from programme countries) meet the following minimum benchmarks for core functions: planning and implementation of elections and referenda, voter information and education, outreach to external stakeholders, design and implementation of electoral security plan and electoral conflict prevention strategy, and ensuring gender equality in electoral administration.
 |
| **2.1.2** | Proportion of **eligible voters** who **are registered** to vote, disaggregated **by sex**, youth, and excluded groups | *Indicator methodology is under review* |
| **2.1.3** | Number of **women participating** as **candidates** in local and national elections | *Indicator methodology is under review* |
| **Indicator 2.1.3 Note**: Data was collected in 35 countries. The baseline was established as: 15,611; the 2014 milestone as 16, 789; and the 2017 target as 20,694. |
| **Output 2.2**. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders***Number of countries linked: 62 (March 2014), Regional (5) and Global (May 2014)*** | **2.2.1** | Number of countries with **public access to information** on **contracting and revenues** related to extractive industries and use of natural resources  | *12 linked countries with data reported*4 | *12 linked countries with data reported*5 | *12 linked countries with data reported*11 |
| **Indicator 2.2. Note:** Tracks the number of countries (on demand from programme countries) in which planning and budgeting mechanisms are supported by UNDP where objective evidence shows that UNDP support will/has resulted in at least two of the following 3 components: a) a system or a procedure in place to make relevant and timely information related to extractive industries (bidding, contracts, etc.) publicly available (through online or in printed documents), b) a system or a procedure in place to make relevant and timely revenues information related to extractive industries (production, revenues, investments, etc.) publicly available (through online or in printed documents; and c) is a member of EITI, and is compliant with EITI standards. |
| **2.2.2** | Number of **proposals adopted** to **mitigate sector-specific corruption risks** (e.g. extractive industries, and public procurement in the health and other sectors) | *24 linked countries with data reported*19 | *24linked countries with data reported*27 | *24 linked countries with data reported*76 |
| **Indicator 2.2.2 Note:** This quantitative indicator tracks UNDP response to demand from programme countries for proposals to mitigate sector-specific corruption risks. Baseline (number of planned proposals: 38 in 16 countries; number of proposals being developed: 31 in 15 countries; and number of proposals adopted: 19 in 11 countries); Milestone 2014 (planned: 73 in 25 countries; being developed: 49 in 24 countries; and adopted: 27 in 14 countries), and Target 2017 (planned: 122 in 29 countries; being developed: 93 in 29 countries; and adopted: 76 in 21 countries). |
| **Output 2.3** Capacities of human rights institutions strengthened***Number of countries linked:* 62 *(March 2014)*** | **2.3.1** | Number of countries with operational institutions supporting the **fulfillment** of nationally and internationally **ratified human rights obligations*** + - 1. Not adequately
			2. Very partially
			3. Partially
			4. Largely
 | *46 inked countries with data reported** + 1. 12
		2. 27
		3. 7
		4. 0
 | *46 inked countries with data reported** + - 1. 4
			2. 27
			3. 14
			4. 1
 | *46 inked countries with data reported*1. 1
2. 10
3. 26
4. 9
 |
| **Indicator 2.3.1 Note:** This qualitative indicator is intended to monitor the results of UNDP’s support (on demand from programme countries) for institutions to put in place the capacities to fulfil nationally and internationally ratified human rights obligations. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP’s support has led to results. |
| **Output 2.4.** Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development***Number of countries linked:* 79 (March 2014). *Regional (5) and Global (May 2014)*** | **2.4.1** | Quality of **civil society engagement** in critical development and crisis related issues, disaggregated by women’s and youth groups, and other excluded groups1. **Women’s organizations**
	1. Low
	2. Medium
	3. High
2. **Youth organizations**
	1. Low
	2. Medium
	3. High
 | 1. **Women’s organizations**
	1. 11
	2. 13
	3. 0
2. **Youth organizations**
3. 20
4. 4
5. 0
 | 1. **Women’s organizations**
2. 7
3. 18
4. 0
5. **Youth organizations**
6. 18
7. 6
8. 2
 | 1. **Women’s organizations**
	1. 0
	2. 14
	3. 13
2. **Youth organizations**
	1. 3
	2. 16
	3. 7
 |
| **Indicator 2.4.1 Note:** This indicator monitors the results of UNDP support for civil society engagement in national dialogue processes on development, with a focus on the most critical development and crisis-related issues. Quality is defined as “effectiveness” of platforms/mechanisms to engage civil society groups and “capacity” of CSOs to engage, with UNDP support, measured through a qualitative rating scale from low to high, with those reported at medium or high, using objective evidence to verify results. |
| **2.4.2** | Number of **civil society organizations/networks** with mechanisms for ensuring transparency, representation and accountability 1. Number of women’s organizations (*21 countries with data reported)*
2. Number of youth organizations (*26 countries with data reported)*
3. Number of other civil society organizations (*24 countries with data reported*
 | 1. 204
2. 30,802 (or 802 excluding outlier)
3. 1,388,543 (or 18,543 excluding outlier)
 | 1. 235
2. 51,002 (or 1,002 (excluding outlier)
3. 3,020,453 (or 20,543 excluding outlier)
 | 1. 331
2. 1,001,923 (or 1,923 excluding outlier)
3. 10,020,868 (or 20,868 excluding outlier)
 |
| **Indicator 2.4.1 Note:** This quantitative indicator tracks the number of civil society organizations/networks (including women’s organizations, youth organizations, and other CSOs) supported by UNDP (on demand from programme countries), which have mechanisms for ensuring transparency, representation and accountability. China was an outlier, with a baseline representing 30,000 youth organizations and 1,370,000 other CSOs. |
| **Output 2.5.** Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation***Number of countries linked:* 84 (March 2014), *Regional (5) and Global (May 2014)*** | **2.5.1** | Number of countries with **legal, policy and institutional frameworks** in place for conservation, sustainable **use, and access and benefit sharing of natural resources, biodiversity and ecosystems**1. Legal frameworks
2. Policy frameworks
3. Institutional frameworks
 | 1. 2 out of 48
2. 4 out of 58
3. 1 out of 57
 | 1. 5 out of 48
2. 8 out of 58
3. 5 out of 57
 | 1. 25 out of 49
2. 32 out of 59
3. 29 out of 59
 |
| **Indicator 2.5.1 Note:** This qualitative indicator is divided into three sub-indicators to enable tracking of UNDP’s support (at demand of programme countries) for (a) legal, (b) policy and (c) institutional frameworks for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP’s support has partially or largely led to results (scale: 1= not adequately, 2=very partially, 3=partially, 4=largely). |
| **2.5.2** | Number of countries i**mplementing** national and local plans for **Integrated Water Resources Management.**1. Not implementing
2. Partially implementing
3. Fully implementing
 | *25 linked countries with data reported* 1. 21
2. 3
3. 1
 | *25 linked countries with data reported*1. 17
2. 4
3. 4
 | *25 linked countries with data reported*1. 4
2. 11
3. 10
 |
| **Indicator 2.5.2 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) for Integrated Water Resources Management (IWRM). Specifically, it tracks the extent to which UNDP-supported national and local plans for IWRM have been adopted and are being implemented. |
| **2.5.3** | Number of countries **implementing** national and sub-national plans to **protect and restore the health, productivity and resilience of oceans and marine ecosystems.**1. Not implementing
2. Partially implementing
3. Fully implementing
 | *23 linked countries with data reported* 1. 17
2. 6
3. 0
 | *23 linked countries with data reported* 1. 14
2. 7
3. 2
 | *23 linked countries with data reported* 1. 6
2. 8
3. 9
 |
| **Indicator 2.5.3 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) for the protection and restoration of health, productivity and resilience of oceans and marine ecosystems. Specifically, it tracks the extent to which UNDP-supported national and sub-national plans have been adopted and are being implemented. |
| **2.5.4** | Number of countries in which **planning and budgeting mechanisms** for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems integrated **gender equality and women’s empowermen**t principles. | *23 linked countries with data reported* 6 | *23 linked countries with data reported* 10 | *23 linked countries with data reported* 22 |
| **Indicator 2.5.4 Note:** This qualitative indicator tracks the extent to which UNDP-supported (on demand from programme countries) planning and budgeting mechanisms for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems integrate gender equality and women’s empowerment principles. |
| **Output 2.6.** Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice) ***Number of countries linked:* 16 (March 2014), *Regional (5)***  | **2.6.1** | **Number of countries** where proposals for **legal reform to fight discrimination** (e.g. people affected by HIV, PLWD, women, minorities and migrants) have been **adopted.** | *7 linked countries with data reported* 2 | *7 linked countries with data reported* 5 | *7 linked countries with data reported* 7 |
| **Indicator 2.6.1 Note:** Baseline: 2 proposals adopted, out of 16 proposals planned, being developed or adopted to fight various forms of discrimination and/or discrimination in specific sectors. 2014 milestone: 6 proposals adopted, out of 28 proposals planned, being developed or adopted. 2017 target: 17 proposals adopted, out of 48 proposals planned, being developed or adopted. |
| **2.6.2** | Number of countries where proposals to **address emerging issues** (e.g. environmental justice, electoral justice) have been **adopted nationally**. | *8 linked countries with data reported* 2 | *8 linked countries with data reported* 3 | *8 linked countries with data reported* 7 |
| **Indicator 2.6.2 Note:** Baseline: 2 proposals to address various emerging issues adopted, out of 10 planned, being developed or adopted.2014 milestone: 3 proposals adopted, out of 14 planned, being developed or adopted. 2017 target: 13 proposals adopted, out of 36 planned, being developed or adopted. |

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| Outcome 3: **Countries have strengthened institutions to progressively deliver universal access to basic services** |
| **Notes:****Indicator 3.1**. Source: Index based on Gallup World Poll questions about satisfaction with public services (education, highways and transportation). UNDP aggregated the baseline (simple average) for 125 programme countries. The Index is available at the country level in the Worldwide Governance Indicators website, from the World Bank.**Indicator 3.2.** Source: for coverage of ARV therapy, UNAIDS, based on data for low and middle income countries. The international target of 15 million corresponds to 2015 (UN General Assembly Political Declaration on HIV/AIDS, 2011). For comprehensive correct knowledge of HIV/AIDS, UNDP calculations based on UN-MDGs. Simple average of data regarding 56 programme countries for women and 41 programme countries for men. \*\* denotes: Circa 2010.**Indicator 3.3.** Source: UNDP calculations based on World Justice Project (http://worldjusticeproject.org/). The Civil Justice Index represents the simple average of sub-index “People can access and afford civil justice”, using data for 72 programme countries. The Criminal Justice Index represents the simple average of sub-index “Criminal adjudication system is timely and effective”, using data for 47 programme countries. Targets: Since these are indexes not included in national statistics systems with limited coverage and history, it is not possible to establish credible targets.**Indicator 3.4**. The methodology and approach are under review. **Indicator 3.5.** Source: UNDP calculations using statistics from UNODC (<http://www.unodc.org/gsh/en/data.html>) for 150 programme countries. Figures represent absolute proportion of homicides over population of reference or weighted average (using population). 79 countries present “epidemic” levels (defined as more than 10 homicides per 100,000 inhabitants) of male homicides, and 5 countries present epidemic levels of female homicide. No specific numerical targets available. UNDP uses direction of travel: a reduction, with emphasis on reducing rates in countries experiencing epidemic levels.**\*** Using latest data up to the year specified. |
| **Outcome Indicators**  | **Baseline**  | **Target** (2017) |
| **3.1 Level of public confidence in the delivery of basic services,** disaggregated by sex, urban/rural and income groups | 53% (2012) | Direction of travel: **Increase** |
| **3.2 Coverage of HIV and AIDS services,** disaggregated by sex, age, urban/rural and income groups**3.2.a) Number of people receiving ARV therapy**a.1) Percentage of Eligible Adults receiving ARV therapya.2i) Percentage of Eligible Children receiving ARV therapyb.1) Percentage of Females 15-24 years of age with comprehensive correct knowledge of HIV/AIDSb.2i) Percentage of Males 15-24 years of age with comprehensive correct knowledge of HIV/AIDS | a) 9.7 million (2012\*)a.1) 64% (2012\*)a.2) 34% (2012\*)b.1) 32.8% (2010\*\*)b.2) 36.6% (2010\*\*) | a) More than 15 million (2015)b) Direction of travel : **Increase** |
| * 1. **Access to justice services**

a) Civil Justice Indexb) Criminal Justice Index | a) 0.46 (2013)b) 0.44 (2013) | Not available  |
| **3.4 Proportion of countries of** which targets in national recovery plans related to restoring or strengthening core government functions have been met | *Methodology and approach under review* |
| * 1. **Homicide rate disaggregated by sex (per 100,000 inhabitants)**

a) Women b) Men | **6.8** per 100,000 inhabitants (2012\*)a) 2.9 per 100,000 inhabitants (2012\*)b) 10.7 per 100,000 inhabitants (2012\*) | Direction of travel: **Decrease** |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 3.1.** Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes***Number of countries linked: 31 (March 2014), Regional (5) and Global (May 2014)*** | **3.1.1** | Number of countries with restored or strengthened **core government functions** supported by UNDP  | *20 linked countries with data reported* 5 | *20 linked countries with data reported* 9 | *20 linked countries with data reported* 19 |
| **Indicator 3.1.1 Note:** This qualitative indicator is based on UNDP’s guidelines on providing and measuring the results of capacity and institutional development support. Core functions are defined as a) Policy formulation and public financial management, b) Managing the center of government, c) Civil service management, d) Local governance and e) Aid coordination. This indicator tracks the number of countries supported by UNDP (on demand from programme countries) where there are qualitative assessments and objective evidence of UNDP support leading to results. |
| **Output 3.2.** Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public ***Number of countries linked: 77 (March 2014), Regional (5) and Global (May 2014)*** | **3.2.1** | Ratio of expenditure to **budget allocation received at the sub-national leve**l (recurrent and capital) by urban and rural | *Indicator under review*  |
| **Indicator 3.2.1 Note:** The majority of country offices linked reported that this indicator is not relevant to the type of support demanded, or that data is not available.  |
| **3.2.2** | Number of sub-national governments/administrations which have **functioning planning, budgeting** and **monitoring systems**1. Functioning planning systems
2. Functioning budgeting systems
3. Functioning monitoring systems
 | a) 21 out of 48b) 12 out of 42c) 10 out of 49 | a) 30 out of 48b) 21 out of 42c) 19 out of 49 | a) 46 out of 48b) 41 out of 42c) 44 out of 49 |
| **Indicator 3.2.2 Note:** This indicator is intended to measure UNDP support (on demand from programme countries) for sub-national governments and / or administrations to improve their planning, budgeting and monitoring systems. It tracks the number of countries where UNDP support is leading to results on a 1 to 5 scale, where the highest level (5) reflects the most significant change achieved with UNDP’s direct support. Those reported are 4 and 5 in the scale, using objective evidence to verify that UNDP’s support is directly contributing to results. |
| **Output 3.3.** National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services ***Number of countries linked: 63 (March 2014), Regional (5) and Global (May 2014)*** | **3.3.1** | Number of people who have **access to HIV and related services**, disaggregated **by sex**, urban/rural and income groups1. Number of **men** reached by b**ehavioral change communication**
2. Number of **women** reached by **behavioral change communication**
3. Number of **men** reached by **treatment**
4. Number of **women** reached by **treatment**
 | *Behavioral change communication: 16 linked countries with data reported**Treatment: 22 linked countries with data reported*a) 0 b) 0c) 0 d) 0 | *Behavioral change communication: 16 linked countries with data reported**Treatment: 22 linked countries with data reported*a) 29,132 (or 1,029,132 including outlier)b) 31,219 (or 531,219 including outlier)c) 157,416d) 357,191  | *Behavioral change communication: 16 linked countries with data reported**Treatment: 22 linked countries with data reported*a) 91,848 (or 2,091,848 including outlier)b) 110,258 (or 1,110,258 including outlier)c) 537,679d) 1,463,605 |
| **Indicator 3.3.1 Note**: This quantitative indicator tracks the number of people that, with UNDP support (on demand from programme countries) have access to HIV-related behavioral change communication and/or treatment. Uganda was an outlier, with behavioral change communication targets of reaching 2,000,000 men and 1,000,000 women. |
| **3.3.2** | Percentage of UNDP-managed Global Fund to Fight AIDS, TB and Malaria grants that **are rated as exceeding or meeting expectations**. | *22 linked countries with data reported*77.8% | *22 linked countries with data reported*88.6% | *22 linked countries with data reported*89.1% |
| **Indicator 3.3.2 Note**: Tracks rating of UNDP-managed (on demand from programme countries) GFATM grants. |
| **3.3.3** | Number of countries **removing barriers** hindering **women’s and/or targeted key population’s access** to HIV services (contributing to UNAIDS UBRAF outcome indicator C1.1).1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *19 linked countries with data reported*1. 9
2. 7
3. 3
4. 0
 | *19 linked countries with data reported*1. 5
2. 10
3. 4
4. 0
 | *19 linked countries with data reported*1. 2
2. 3
3. 9
4. 5
 |
| **Indicator 3.3.3 Note**: This indicator is intended to measure UNDP support (on demand from programme countries) for countries to remove barriers to access of women and other target groups to HIV services. It tracks the number of countries where UNDP support is leading to results. |
| **Output 3.4.** Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress ***Number of countries linked: 61(March 2014), Regional (5) and Global (May 2014)*** | **3.4.1** | Number of people who have **access to justice** in post-crisis settings, disaggregated **by sex**1. Number of people with **access to legal aid** services
2. Number of **Gender-Based Violence (GBV) and non-GBV cases** receiving judgment in the first instance of the formal justice system
 | a) Men: 1,051,272 (25 countries) Women: 250,032 (28 countries)b) GBV: 11,746 (12 countries) Non-GBV: 273,910 (9 countries) | a) Men: 1,212,026 (26 countries) Women: 368,903 b) GBV: 16,664  Non-GBV: 305,247  | a) Men: 1,520,959 (26 countries) Women: 700,458 b) GBV: 24,937  Non-GBV: 316,278  |
| **Indicator 3.4.1 Note**: Tracks the number of men and women with access to legal aid services through UNDP support (on demand from programme countries); and the number of cases receiving judgment in the first instance of the formal justice system (disaggregated by whether cases are of Gender Based Violence or other). |
| **3.4.2** | Proportion of victim’s grievances cases which are addressed within **transitional justice** processes, disaggregated **by sex** 1. Male victims
2. Female victims
 | *11 linked countries with data reported*1. 0
2. 0
 | *11 linked countries with data reported*1. 14,680
2. 15,166
 | *11 linked countries with data reported*1. 31,340
2. 31,326
 |
| **Indicator 3.4.2 Note:** Tracks the **number of victims** who have been provided with transitional justice services to address their grievances, with UNDP support. |
| **Output 3.5** Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence ***Number of countries linked: 49 (March 2014), Regional (5) and Global (May 2014)*** | **3.5.1** | Number of countries with **functioning security sector** governance and oversight processes and/or mechanisms (disaggregated by those which are gender-sensitive) | *19 linked countries with data reported*12 (Gender-sensitive: 8) | *19 linked countries with data reported*13 (Gender-sensitive: 8) | *19 linked countries with data reported*17 (Gender-sensitive: 13) |
| **Indicator 3.5.1** **Note:** This qualitative indicator is intended to measure the results of UNDP’s support (on demand from programme countries) for the security sector governance and oversight. Four key elements have been identified as the focus of UNDP support in this area and the indicator tracks the number of countries where UNDP support has supported all four, verified by objective evidence a) Existence of a national level coordination mechanism between security actors (functionality), c) Parliamentary authority over the budgets of the Ministries of Defence and Interior (oversight), c) Existence of an independent body addressing complaints against the police (accountability), and d) Existence of regular oversight by independent civil society over the security sector (media, communities, and NGOs etc.). Gender sensitiveness of processes and/or mechanisms is measured by existence of a budget for implementation of strategy for UNSCR 1325 women, peace and security. |
| **3.5.2** | Number of **evidence-based security strategies** in operation for reducing armed violence and/or control of small arms | *Methodology under review* |
| **Indicator 3.5.2 Note:** The majority of country offices linked reported that this indicator is not relevant to the type of support demanded, or that data is not available. |
| **3.5.3** | Number of countries with improved coverage of: a) **community-oriented** and b) **gender-sensitive policing services**. a) Existence of community-oriented policing servicesb) Existence of a funded, dedicated capacity within policing (or gendarmerie) for preventing and responding to Sexual and Gender Based Violence (SGBV) against women and girls (e.g. Family Protection Units; Domestic Violence Units) | a) 8 (*14 linked countries with data reported)*b) 12 (*17 linked countries with data reported*) | a) 8 (*14 linked countries with data reported)*b) 13 (*17 linked countries with data reported*) | a) 11 (*14 linked countries with data reported)*b) 17 (*17 linked countries with data reported*) |
| **Indicator 3.5.3 Note:** Tracks the number of countries where UNDP support has led to existence of community-oriented and/or gender-sensitive policing services. |
| **Transitional Output 3.6.** Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals***Number of countries linked: 34 (March 2014), Regional (5) and Global (May 2014)*** | **3.6.1** | Number of countries **implementing MAF action plans** to drive progress on lagging MDGs through national and/or sub-national budgets.  | 34 | 34 | 34 |
| **Indicator 3.6.1 Note:** As of December 2013, there were 56 countries implementing MDG Acceleration Framework (MAF) action plans: 34 have linked to this output. |
| **3.6.2** | Number of MAF countries using national M&E systems to monitor and direct **MAF implementation and results** | 34  | 34 | 34 |
| **Indicator 3.6.2 Note:** As of December 2013, there were 56 countries implementing MDG Acceleration Framework (MAF) action plans: 34 have linked to this output, and have results frameworks linked to national systems as part of the MAF methodology. |

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| Outcome 4: **Faster progress is achieved in reducing gender inequality and promoting women’s empowerment** |
| **Notes:****Indicator 4.1.** Source: UNDP calculations using data from International Labour Organization (Global Wage Database). Simple global average for countries with data in 2010. The average for UNDP programme countries with data (49 countries for 2010 or latest available) is 17%. Trend estimated by UNDP, based on historical figures.**Indicator 4.2.** Source: UNDP calculations based on World Bank, Global FINDEX database. It measures the gap between the percentage of adult men that have an account at a formal financial institution and the percentage of adult women that have an account at a formal financial institution. Baseline is the simple average for 114 programme countries for 2011. Expected trend estimated by UNDP consistent with a 25% reduction of the differential in access to credit between men and women at the national level.**Indicator 4.3.** Source: information is collected by UN Women from publicly available sources for both intimate partner and non-partner violence. Target (10% of countries have a decrease in prevalence of physical or sexual abuse) taken from UN Women Impact Indicator 3B (Updated Development Result Framework, Annex C in UN-Women Strategic Plan 2014-2017). **Indicator 4.4.** Source: UNDP calculations based on the following sources. The participation of women in Ministerial Positions and in lower or single house in parliaments comes from Inter-Parliamentary Union, based on 151 programme countries. Figures represent the aggregate proportion (sum of women in office divided by the sum of seats). The participation of women in the highest national court, comes from national sources for 102 programme countries, compiled by UNDP. The international target of 30% of women in decision making positions by 1995 comes from ECOSOC Report E/1990/90. Trends estimated by UNDP. \*As of early 2014.**Indicator 4.5.** Source: Background information for SG report on Women, Peace and Security (coordinated by UN Women), reflecting formal processes in 2012. It takes into account all processes. If only “active” processes are included, the percentage in both cases is 78%. The target (for 2020) comes from the UN Strategic Result Framework on Women, Peace and Security (output 2.2.3). A second component of the indicator, based on informal peace processes, is under development. |
| **Outcome Indicators** | **Baseline**  | **Target (2017)** |
| **4.1 Wage gap between men and women, disaggregated by rural and urban** | 18% (2010) | Direction of travel based on past trend:**Decrease**, 16% (trend)  |
| * 1. **Gender gap in access to credit**
 | 7% (2011) | Direction of travel based on past trend:**Decrease**, 5% (trend)  |
| * 1. [Harmonized Indicator with UN women] **Percentage of countries where there is evidence that national prevalence of physical and/or sexual violence experienced by women has decreased**
 | 0%  | 10%  |
| * 1. **Proportion of decision making positions (executive, legislative and judicial) occupied by women at national and sub-national levels**
 |  | **4) 30% Participation of women in decision making** |
| a) Proportion of women in **Parliaments**b) Proportion of women in **Ministerial positions**c) Proportion of women in **highest Court** | a) 20.4% (2013\*)b) 15.7% (2013\*)c) 26% (2013\*) | a) 22.7% (trend)b) 16.8% (trend)c) Not available |
| * 1. **Proportion of decision making positions in peace building processes which are occupied by women**

a) % of formal peace building processes with women’s representation in negotiating party delegationb) % of formal peace building processes where women CSOs are consulted systematically. | a) 58% (2012)b) 58% (2012) | b) 85% |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 4.1.** Country led measures accelerated to advance women’s economic empowerment***Number of countries linked: 15 (March 2014), Regional (5) and Global (May 2014)*** | **4.1.1** | Number of countries with policies **being** **implemented** to promote women’s economic empowerment.* 1. Not adequately implemented
	2. Very partially implemented
	3. Partially implemented
	4. Largely implemented
 | *8 linked countries with data reported** 1. 4
	2. 2
	3. 2
	4. 0
 | *8 linked countries with data reported** 1. 1
	2. 4
	3. 3
	4. 0
 | *8 linked countries with data reported** 1. 0
	2. 0
	3. 4
	4. 4
 |
| **Indicator 4.1.1 Note:** This qualitative indicator measures the extent of UNDP support (on demand from programme countries) to develop and implement policies to promote women’s economic empowerment. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP’s support has led to results. |
| **Output 4.2.** Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV) ***Number of countries linked: 25 (March 2014), Regional (5) and Global (May 2014)*** | **4.2.1** | Number of countries that have a **legal and/or policy framework** **in place** to prevent and address sexual and gender based violence.a)Regulations containing necessary details for the laws to operate enacteda1) Not adequatelya2) Very Partiallya3) Partiallya4) Largelyb) An appropriate budget required to implement and enforce SGBV laws and policies allocated b1) Not adequatelyb2) Very Partiallyb3) Partiallyb4) Largely | *a) 15 linked countries with data reported*a1) 7a2) 3a3) 5a4) 0*b) 12 linked countries with data reported*b1) 6b2) 3b3) 2b4) 1 | *a) 15 linked countries with data reported*a1) 5a2) 2a3) 7a4) 1*b) 12 linked countries with data reported*b1) 4b2) 5b3) 2b4) 1 | *a) 15 linked countries with data reported*a1) 2a2) 3a3) 4a4) 6*b) 12 linked countries with data reported*b1) 2b2) 1b3) 6b4) 3 |
| **Indicator 4.2.1 Note:** This qualitative indicator tracks the results of UNDP support (on demand from programme countries) for partners to put in place legal and policy frameworks to prevent and address sexual and gender based violence (SGBV), specified as: a comprehensive definition of SGBV, adequate framework of SGBV offences with appropriate criminal penalties, protection and occupation orders available along with enforcement mechanisms, specific duties to prevent and address SGBV, and/or SGBV regulations. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP support has led to results. |
| **4.2.2** | Number of countries with **services in place** (including justice and security services) to **prevent and address SGBV**  | *14 linked countries with data reported*8 | *14 linked countries with data reported*9 | *14 linked countries with data reported*10 |
| **Indicator 4.2.2 Note:** Tracks number of countries where UNDP response to partner demand has led to creation and/or strengthening of one or more of the following services: policing services, legal aid and justice services, health and HIV services, economic and employment assistance, other related services. |
| **Output 4.3.** Evidence-informed national strategies and partnerships to advance gender equality and women’s empowerment***Number of countries linked: 21 (March 2014, Regional (5) and Global (May 2014)*** | **4.3.1** | Number of countries undertaking research and advocacy to **advance gender equality and women’s empowerment** | Not available | To be determined | To be determined |
| **Indicator 4.3.1 Note:** This qualitative indicator tracks the results of UNDP support (on demand from programme countries) for partners to undertake research and advocacy to advance gender equality and women’s empowerment. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where UNDP’s support has partially or largely led to results (scale: 1= not adequately, 2=very partially, 3=partially, 4=largely). Data was not collected due to system error. |
| **4.3.2** | Number of countries with **mechanisms** in place to collect, disseminate **sex-disaggregated data and gender statistics,** and apply gender analysis1. Little evidence
2. Moderate evidence
3. Consistent evidence
 | *12 linked countries with data reported*1. 8
2. 4
3. 0
 | *12 linked countries with data reported*1. 3
2. 9
3. 0
 | *12 linked countries with data reported*1. 0
2. 4
3. 8
 |
| **Indicator 4.3.2 Note:** This qualitative indicator tracks the results of UNDP support (on demand from programme countries) for partners to put in place mechanisms to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis. Using a qualitative assessment and objective evidence, the indicator tracks the number of countries where there is evidence of UNDP-supported mechanisms leading to sex-disaggregated data informing national policy and strategy. |
| **Output 4.4.** Measures in place to increasewomen’s participation in decision-making ***Number of countries linked: 23 (March 2014), Regional (2) and Global (May 2014)*** | **4.4.1** | Number of **laws and policies** in place to secure **women’s participation in decision making** | *12 linked countries with data reported*21 | *12 linked countries with data reported*31  | *12 linked countries with data reported*54  |
| **Indicator 4.4.1 Note:** Tracks the number of UNDP-supported (on demand from programme countries) new and/or strengthened laws and policies to increase women’s participation in decision-making from January 2014 onward. |
| **4.4.2** | **Number of women benefitting** from private and/or public measures to support women’s preparedness for **leadership and decision-making roles.** | *12 linked countries with data reported*0 | *12 linked countries with data reported*21,040 | *12 linked countries with data reported*43,188 |
| **Indicator 4.4.2 Note:** Tracks the number of womenbenefitting from UNDP-supported (on demand from programme countries) private and/or public measures to support women’s preparedness for leadership and decision-making roles, from January 2014 onward. |
| **Output 4.5** Measures in place to increase women’s access to environmental goods and services (including climate finance)***Number of countries linked: 2 (March 2014)*** | **4.5.1** | Number of active **partnerships** that target women’s access to environmental goods and services | *Output under review* |
| **4.5.2** | Number of countries with targeted measures delivering increased **access for women to environmental goods and services** |

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| Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change |
| **Notes:****Indicator 5.1.** Source: UNDP calculation based on EM-DAT Database (number of people killed by natural disasters) and UN-DESA (population), for 159 programme countries. Counts the number of people killed by natural disaster per million of population in programme countries. This rate considers all population in programme countries and not only those “exposed” to natural disasters. The mortality rate for “linked countries” is 27.5 per million**Indicator 5.2.** Source: UNDP calculation based on EM-DAT Database (economic loss from natural disasters) and IMF (GDP). Sum of Economic loss as a share of the sum of GDP from programme countries. The average of economic losses per country a 0.46% of GDP. In both cases, the value for 2013 represents the average for the period 2004-2013.**Indicator 5.3.** Source: UNDP calculation based on data from the Institute for Economics and Peace and the IMF (for GDP). The annual cost of conflict is estimated to be 2% of GDP in affected countries.**Indicator 5.4.** Based on data reported by UNDP country offices.. \*) Average of period 2004-2013 (to normalize for infrequent events). |
| **Outcome Indicators**  | **Baseline** | **Target (2017)** |
| * 1. **Mortality rate** from natural hazards (e.g. geo-physical and climate-induced hazards) for women and men
 | 17 per million inhabitants (2013\*) | Direction of travel: decrease |
| * 1. **Economic loss** from natural hazards (e.g. geo-physical and climate-induced hazards) as a proportion of GDP
 | 0.3% of GDP (2013\*) | Direction of travel: decrease |
| * 1. **Economic loss** from conflicts as a proportion of GDP
 | 0.45% of GDP (2013) | Direction of travel: decrease |
| * 1. Percentage of countries with disaster and climate **risk management plans fully funded** through national, local and sectorial development budgets
 | 20% (45 countries) | 68% |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 5.1.** Mechanisms in place to assess natural and man-made risks at national and sub-national levels ***Number of countries linked: 40 (March 2014), Regional (5) and Global (May 2014)*** | **5.1.1** | Number of countries **having standardized damage and loss accounting systems** in place with sex and age disaggregated data collection and analysis, including gender analysis1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *14 linked countries with data reported*1. 7
2. 7
3. 0
4. 0
 | *14 linked countries with data reported** + - * 1. 3
				2. 8
				3. 2
				4. 1
 | *14 linked countries with data reported*1. 1
2. 1
3. 9
4. 3
 |
| **Indicator 5.1.1 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) to countries to put in place Standardized Damage and Loss Accounting Systems (also referred to as National Disaster Observatory) for systematically collecting, storing, analyzing, and disseminating disaster-related data and information, tracking the number of countries where integral components exist (disaster damage and loss database; standardized methodology for damage and loss assessment and data collection and compilation; disaster registration or reporting mechanism; and loss accounting, disaster forensics, and risk modeling applications), using qualitative assessments and objective evidence. |
| **5.1.2** | Number of multi-hazard national and sub-national **disaster and climate risk assessments** that inform development planning and programming, taking into account differentiated impacts e.g. on women and men | *21 linked countries with data reported*122 | *21 linked countries with data reported*195 | *21 linked countries with data reported*349  |
| **Indicator 5.1.2 Note**: Tracks the number of risk assessments conducted by UNDP in response to programme country demand that inform development planning and programming, which take into account differentiated impacts on target groups. |
| **5.1.3** | Number of **conflict risk assessments** that are informing development planning and programming in key development sectors | *Methodology under review* |
| **Indicator 5.1.3 Note:** Insufficient data available to set baseline, and determine milestones and targets. |
| **Output 5.2.** Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels***Number of countries linked: 70 (March 2014), Regional (5)***  | **5.2.1** | Number of countries with a disaster risk reduction (DRR) and/or integrated disaster risk reduction and adaptation strategy/action plan that specifically **address equity and gender considerations**.1. **Equity** considerations
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
2. **Gender** considerations
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
 | *32 linked countries with data reported*1. Equity
	1. 19
	2. 8
	3. 2
	4. 0
2. Gender
	1. 20
	2. 12
	3. 0
	4. 0
 | *32 linked countries with data reported*1. Equity
	1. 14
	2. 10
	3. 5
	4. 0
2. Gender
	1. 13
	2. 15
	3. 4
	4. 0
 | *32 linked countries with data reported*1. Equity
	1. 1
	2. 7
	3. 17
	4. 4
2. Gender
	1. 0
	2. 6
	3. 21
	4. 5
 |
| **Indicator 5.2.1 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) for countries to specifically address equity and gender considerations in disaster risk reduction and/or integrated disaster risk reduction and adaptation strategies/action plan. Using a qualitative assessment and objective evidence, the effectiveness of UNDP’s support is measured by tracking the number of countries where UNDP support has led to budget allocations, technical and human capacities, and M&E frameworks being in place to address equity and gender considerations. |
| **5.2.2** | Number of countries with **legislative/or regulatory provisions** at national and sub-national levels for **managing disaster and climate risks**1. **Total** number of legislative or regulatory provisions
2. Number of those legislative or regulatory provisions that **are effective**
 | (*34 linked countries with data reported*)1. 67
2. 47
 | (*34 linked countries with data reported*)1. 76
2. 57
 | (*34 linked countries with data reported*)1. 108
2. 93
 |
| **Indicator 5.2.2 Note:** Tracks the number of countries in which, with UNDP support (on demand from programme countries), specific legislative provisions or regulatory provisions at national and sub-national levels for managing disaster and climate risks are effectively put in place. |
| **5.2.3** | **Number of countries** with clearly defined institutional responsibilities and multi-stakeholder coordination mechanisms for **disaster and climate risk management** at national and sub-national levels 1. **Disaster risk management (DRR)**
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
2. **Climate risk management (CRM)**
	1. Not adequately
	2. Very partially
	3. Partially
	4. Largely
 | *1.DRR: 31 linked countries with data reported** 1. 22
	2. 9
	3. 0
	4. 0

*2.CRM: 27 linked countries with data reported*1. 17
2. 8
3. 1
4. 1
 | *1.DRR: 31 linked countries with data reported** 1. 12
	2. 16
	3. 2
	4. 1

*2.CRM: 27 linked countries with data reported*1. 13
2. 9
3. 4
4. 1
 | *1.DRR: 31 linked countries with data reported** 1. 0
	2. 12
	3. 17
	4. 2

*2.CRM: 27 linked countries with data reported*1. 2
2. 7
3. 17
4. 1
 |
| **Indicator 5.2.3:** This qualitative indicator assesses UNDP support (on demand from programme countries). Using a qualitative assessment and objective evidence, the effectiveness of UNDP’s support is measured by tracking the number of countries where UNDP support has helped partners to clearly assign and budget DRR and CRM institutional responsibilities and multi-stakeholder coordination mechanisms. |
| **5.2.4** | **Percentage of countries** that improve institutional, policy and budgetary arrangements for risk management within 18 months after a crisis (early recovery)  | 33%  | 35%  | 40%  |
| **Indicator 5.2.4 Note:** Baseline sources: Multi-year Results and Funding Framework (MYRFF), direct support, internal portfolio review. Milestone and target to be adjusted depending on the number of countries that might be affected by disasters in the 2014-2017 period, and request support from UNDP. |
| **Output 5.3.** Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g. water, agriculture, health and education)***Number of countries linked: 18 (March 2014), Regional (4) and Global (May 2014)*** | **5.3.1** | Number of national/sub-national development and **key sectorial** **plans** that **explicitly address disaster and/or climate risk management** | *11 linked countries with data reported*61 | *11 linked countries with data reported*100 | *11 linked countries with data reported*121 |
| **Indicator 5.3.1 Note**: Tracks the total number of national and sub-national development and key sectorial plans that, with UNDP support (on demand from programme countries), explicitly address DRR and/or CRM. |
| **5.3.2** | Number of countries where **sector-specific risk reduction** **measures are being implemented** at national and sub-national levels, disaggregated by urban and rural areas.1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *9 linked countries with data reported*1. 6
2. 3
3. 0
4. 0
 | *9 linked countries with data reported*1. 5
2. 3
3. 1
4. 0
 | *9 linked countries with data reported*1. 1
2. 1
3. 5
4. 2
 |
| **Indicator 5.3.2 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) for countries to implement risk assessment measures in key sectorial plans (e.g. high risk to housing in an earthquake prone area may result in a change in housing safety regulations by the ministry of housing at the national level, and retrofitting of buildings at the sub-national level). Using a qualitative assessment and objective evidence, the effectiveness of UNDP’s support is measured by tracking the number of countries where UNDP support has led to results. |
| **5.3.3** | Number of countries in which disaster and climate risk management plans and implementation measures at national and sub-national level are **gender responsive** (e.g. include the collection of disaggregated data, gender analysis and targeted actions). 1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *11 linked countries with data reported*1. 8
2. 3
3. 0
4. 0
 | *11 linked countries with data reported*1. 5
2. 5
3. 1
4. 0
 | *11 linked countries with data reported*1. 1
2. 1
3. 7
4. 2
 |
| **Indicator 5.3.3 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) for countries to ensure that DRM/ CRM plans and implementation measures are gender responsive. The effectiveness of UNDP’s support is tracked using a qualitative assessment and objective evidence of UNDP support having led to results (such as, for e.g. provision of gender disaggregated data collection and analysis which inform the DRM/CRM plans). |
| **Output 5.4.** Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community***Number of countries linked: 55******(March 2014), Regional (5) (May 2014)*** | **5.4.1** | Number of countries with **end-to-end early warning systems** for man-made crisis and all major natural hazards (e.g. geo-physical and climate-induced hazards). | *24 linked countries with data reported*9 | *24 linked countries with data reported*14 | *24 linked countries with data reported*21 |
| **Indicator 5.4.1 Note**: Tracks the number of countries where UNDP support (on demand from programme countries) has helped partners to establish end-to-end early warning systems. |
| **5.4.2** | Number of countries with mechanisms at national and sub-national level to **prepare for and recover from disaster events** with adequate **financial and human resources, capacities and operating procedures**1. Number of preparedness plans that cover only response
2. Number of preparedness plans that cover response and recovery
 | 1. 54 (23 countries)
2. 27 (20 countries)
 | 1. 83 (25 countries)
2. 51 (21 countries)
 | 1. 137 (25 countries)
2. 86 (21 countries)
 |
| **Indicator 5.4.2 Note:** This qualitative indicator assesses UNDP support (on demand from programme countries) for countries to put in place the financial resources, human resources, capacities and operating procedures for recovery preparedness mechanisms. It seeks to measure a) if such measures exist with UNDP support and b) the extent to which the resources, capacities and procedures are adequate for operationalizing them to prepare and recover from disaster events based on a methodology grounded in UNDP’s experience and guidelines on capacity development and institutional support. Baseline source: MYRF report 2013 and direct BCPR support. Milestone and target to be adjusted depending on the number of countries that might be affected by disasters in the 2014-2017 period. |
| **5.4.3** | Proportion of **at-risk population covered** by national and community level **contingency plans for disaster events** (e.g. evacuation procedures, stockpiles, search and rescue, communication protocols and response plansa) At-risk of floodb) At risk of earthquakec) At risk of hurricaned) At risk of landslide | 1. 29% (8 countries)
2. 88% (2 countries)
3. 55% (2 countries)
4. 0% (3 countries)
 | 1. 50%
2. 88%
3. 55%
4. 62%
 | 1. 66%
2. 90%
3. 60%
4. 70%
 |
| **Indicator 5.4.3 Note**: Tracks the proportion of at risk population that have been supported by UNDP (on demand from programme countries) with contingency plans for disaster events, disaggregated by type of natural disaster. |
| **Output 5.5.** Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions***Number of countries linked: 53 (March 2014), Regional (5) and Global (May 2014)*** | **5.5.1** | Number of countries with **sustainable** national and local **human and financial capacities** to address emerging and/or recurring conflicts. 1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *21 linked countries with data reported*1. 10
2. 11
3. 0
4. 0
 | *21 linked countries with data reported*1. 3
2. 13
3. 5
4. 0
 | *21 linked countries with data reported*1. 0
2. 7
3. 14
4. 0
 |
| **Indicator 5.5.1 Note:** This qualitative indicator is intended to measure UNDP’s support (on demand from programme countries) for countries to develop the institutional, human and financial capacities necessary to prevent, manage, or resolve conflicts, to ease tensions (for example, through convening multi-stakeholder dialogue to bridge significant gaps on critical national issues, and/or conducting advocacy for peace and social cohesion). The effectiveness of UNDP’s support is tracked using a qualitative assessment and objective evidence of whether or not UNDP support has led to results, based on a methodology grounded in UNDP’s experience and guidelines on capacity development and institutional support. |
| **5.5.2** | Number of countries in which policy frameworks and institutional mechanisms for **consensus building and peaceful management** of conflict and tensions are informed by **women's participation and contributions**1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *16 linked countries with data reported*1. 8
2. 7
3. 1
4. 0
 | *16 linked countries with data reported*1. 5
2. 9
3. 1
4. 1
 | *16 linked countries with data reported*1. 0
2. 5
3. 9
4. 2
 |
| **Indicator 5.5.2 Note**: This qualitative indicator is intended to measure UNDP’s support (on demand from programme countries) for countries to ensure that policy frameworks and mechanisms for consensus building and peaceful management of conflict and tensions are informed by women’s participation and contributions. The effectiveness of UNDP’s support is tracked using a qualitative assessment and objective evidence of whether or not UNDP support has led to results. |
| **Output 5.6.** Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes***Number of countries linked: 27 (March 2014), Regional (5) and Global (May 2014)*** | **5.6.1** | Number of countries in which tensions or potentially violent conflicts are **peacefully resolved by national mechanisms** for mediation and consensus building. 1. Not adequately
2. Very partially
3. Partially
4. Largely
 | *6 linked countries with data reported*1. 2
2. 3
3. 1
4. 0
 | *6 linked countries with data reported*1. 1
2. 2
3. 3
4. 0
 | *6 linked countries with data reported*1. 0
2. 2
3. 2
4. 2
 |
| **Indicator 5.6.1 Note:** This qualitative indicator is intended to measure UNDP’s support (on demand from programme countries) for countries and national mechanisms for mediation and consensus building to address issues through dialogue, and uses a qualitative assessment and objective evidence of the extent to which UNDP-supported national mechanisms for mediation and consensus building brings parties into a process of dialogue on issues at stake. |
| **5.6.2** | Number of **mechanisms for mediation and consensus** **building** capable to **perform core functions** | *12 linked countries with data reported*228, or 33 (excluding outlier) | *12 linked countries with data reported*245, or 41 (excluding outlier) | *12 linked countries with data reported*659, or 56 (excluding outlier) |
| **Indicator 5.6.2 Note:** This quantitative indicator tracks the number of mechanisms supported by UNDP (on demand from programme countries), which are dedicated to building consensus, resolving conflicts, or mitigating rising tensions. The methodology for assessing whether or not UNDP support is helping these mechanisms perform core functions is grounded in UNDP’s experience and guidelines on capacity development and institutional support, considering whether mechanisms supported have core functions clearly identified and assigned, budgeted and being implemented. Sudan was an outlier, with a baseline of 195 mechanisms for mediation and consensus building.  |

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| Outcome 6: **Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings** |
| **Notes:***The period 6-18 months depicts the duration of most humanitarian phases under normal circumstance. In addition, it is important to understand that UNDP early recovery response will start from day 1 of the crisis (or even well before the crisis) and not 6 months after a crisis (disaster or conflict). However results/impact of UNDP’s work will already be felt, measured or reported upon from 6 months onwards. Note that all milestones and targets will need to be adjusted depending on the number of countries that might be affected by disasters between mid-2014 and 2017.***Indicator 6.1.** The measurement is based on building blocks of affected men and women's livelihoods ( financial e.g. jobs/income; human; natural; physical; social), recovery of household /community assets, and access to key socio-economic infrastructure that allow crisis affected people to build back better. The main focus is on stabilizing affected men and women’s livelihoods. A livelihood refers to capabilities, assets (both material and social) and activities required for a living. It has five building blocks: financial; social; human, natural, and physical. Early livelihoods opportunities that are sustainable are in place right from the humanitarian settings. Data is based on historical trends and a percentage based on the average number of people reached in previous crises.**Indicator 6.2.** Operational strategies means - assessment and planning procedures which integrate risk reduction/conflict prevention in the recovery agenda, mechanisms, political will, partnerships and resources (institutional, human, economic) to implement the recovery process.The data is based on previous trends in countries supported by UNDP: in disaster affected countries in 2013, 18 countries where UNDP had programmes where affected by disasters but just 18% had an operational strategic approach to address the causes/triggers of disasters (as per above definition). The target is based on an estimate of previous trends and takes into account the ongoing and planned work between 2014 and 2017 in recovery.**Indicator 6.3.**  Baseline based on the UNDP experience in working with about 40 post disaster and post conflict countries in 2012. The target was set based on ongoing preventive work in conflict prone countries i.e. conflict prevention strategies and /or CDA to be performed in the next 4 years. Therefore countries will have the infrastructure of peace, CPR strategies and/or CDA undertaken within 6-18 months after conflict as capacities are strengthened in this area. **Indicator 6.4.** Data derived from information the BCPR Livelihoods and Economic Recovery Group have collected for indicator 6.4/ UNSCR 1325 indicator 18, and Country Offices (10 countries). Monetary value of total benefits distributed $27,318,785.00, monetary value of benefits received by women and girls (US$) $9,092,918.00. This means that women received about the 34% of the total funds while women were 38% of our beneficiaries in the above countries. |
| **Outcome Indicators**  | **Baseline**  | **Target** (2017) |
| * 1. Percentage of affected populations **meeting critical benchmarks** for social and economic recovery within 6 to 18 months after a crisis (disaggregated by sex and age)
 | 45% (disaster)40% (conflict)(45% women) | 65% (disaster)65% (conflict)50% (women) |
| * 1. Percentage of post disaster and post conflict countries having **operational strategies** to address the causes or triggers of crises.
 | 18% (disaster)20% (conflict) | 30% (disaster)50% (conflict) |
| * 1. Percentage of countries with **national and sub-national institutions that are able to lead and coordinate** the early recovery process 6 to 18 months after crises.
 | 20% | 50%  |
| * 1. Percentage of (monetary equivalent) benefits from **temporary employment/ productive livelihoods options** in the context of early economic recovery programmes **received by women and girls** (UNSC 1325-Led by UNDP & UN Women)
 | 30% | 40% |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 6.1.** From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women***Number of countries linked: 33 (March 2014), Regional (4) and Global (May 2014)*** | **6.1.1** | **Number of women and men benefitting** from **emergency jobs and other diversified livelihoods** opportunities within six to eighteen months after a crisis, disaggregated by vulnerability groups  | 2.2 million per year (of which 30% were women) | 3 million per year (of which 35% are women) | 4.5 million per year (of which 40% are women) |
| **Indicator 6.1.1 Note**: Tracks the number of additional people benefiting from emergency jobs and other diversified livelihoods within six to eighteen months after a crisis from January 2014 onward. For complementary new jobs and livelihoods, please see **indicator 1.1.1** and **indicator 1.3.2**. |
| **6.1.2** | Percentage of crisis-affected countries where critical **benchmarks are identified and actions implemented for Local Economic Revitalization (LER)** six to eighteen months after the crisis 1. Critical benchmarks have been identified
2. Actions have been implemented
 | a) 18% partially completed; b) 15% actions initiated | a) 35% partially completed;b) 35% partially completed | a) 70% partially completed;b) 70% partially completed |
| **Indicator 6.1.2 Note:** This indicator is measures the percentage of crisis-affected countries, with UNDP’s support (on demand from programme countries), that are able to effectively respond to needs for economic revitalization. The CO firstly identifies the relevant economic revitalization benchmarks supported by UNDP (including: infrastructure, market development, Income generation and employment, new and existing enterprises, private sector recovery); and secondly will monitor implementation of planned interventions to achieve these identified critical benchmarks. |
| **Output 6.2.** National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts ***Number of countries linked: 29 (March 2014), Regional (5) (May 2014)*** | **6.2.1** | Percentage of national and sub-national authorities in crisis affected countries with **physical and human resources in place** within eighteen months to lead the design and implementation of early recovery efforts | Disaster: 30% Conflict: 30%  | Disaster: 33%Conflict: 35% | Disaster: 42%Conflict: 50% |
| **Indicator 6.2.1 Note:** This is a qualitative indicator based on a methodology grounded in UNDP’s experience and guidelines on capacity development and institutional support. It seeks to measure the results of UNDP’s support (on demand from programme countries) for the capacity of national and local authorities to establish the necessary institutional arrangements and plans with the relevant human and physical resources to assess the needs created by the crisis and to design, lead, coordinate and implement post-crisis recovery strategies so that safer return to sustainable development is ensured. Tracks the number of countries where UNDP support has led to resources being at least back to pre-crisis levels (scale: 1=Less than pre-crisis; 2=Back to pre-crisis; 3=Better than pre-crisis). |
| **6.2.2** | Percentage of countries affected by crisis with a financing or aid management mechanism being **accountably and effectively used** for early recovery within six to eighteen months  | 15% | 20% | 35% |
| **Indicator 6.2.2 Note**: Tracks the percentage of countries affected by crisis that, with UNDP support (on demand from programme countries) establish an accountable and effective mechanism for early recovery financing or aid management. |
| **6.2.3** | Proportion of organizations engaged in the management/implementation of early recovery that are **women’s organizations/networks** | 10% average | 20 % in ER settings | At least 30% in ER Settings |
| **Indicator 6.2.3 Note**: Tracks the percentage of women’s organizations engaged in the management/implementation of early recovery. |
| **6.2.4** | Percentage of crisis affected countries in which the **UN system response is effectively coordinated**  | 40% | 50% | 70% |
| **Indicator 6.2.4 Note:** This is a qualitative indicator which measures the effectiveness of UNDP’s role (on demand from programme countries) in the coordination of early recovery in the UN system, which refers to the systematic utilization of policy instruments to deliver humanitarian assistance in a cohesive and effective manner. Such instruments include (1) strategic planning; (2) gathering data and managing information; (3) mobilizing resources and assuring accountability; (4) orchestrating a functional division of labor in the field; (5) negotiation and maintaining a serviceable framework with host political authorities; and (6) providing leadership. |
| **Output 6.3. I**nnovative partnerships are used to inform national planning and identification of solutions for early recovery ***Number of countries linked: 9 (March 2014), Regional (4) (May 2014)*** | **6.3.1** | **Number of partnerships** operational to ensure implementation of innovative solutions for early recovery (disaggregated by **type of partnership**, e.g., private sector)1. South-South and triangular cooperation partnerships
2. Public-private partnerships
3. Private sector partnerships
4. Other partnerships
 | 1. 0 (4 countries)
2. 0 (4 countries)
3. 0 (4 countries)
4. 0 (4 countries)
 | 1. a. 0
2. b. 2
3. c. 6
4. d. 16
 | 1. a. 1
2. b. 4
3. c. 29
4. d. 16
 |
| **Indicator 6.3.1 Note**: Tracks the number of new partnerships to ensure implementation of innovative solutions for early recovery. |
| **6.3.2** | Percentage of **total resources mobilized** in post-crisis situations **allocated to early recovery** within 18 months after the crisis | 25% | 35% | 50% |
| **Indicator 6.3.2 Note:** This indicator tracks the proportion of for humanitarian and early recovery assistance (i.e., total amount in the *Consolidated Appeals Process* -CAP) that have been earmarked for early recovery (i.e., amount earmarked for early recovery in the CAP). |
| **Output 6.4.** Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development***Number of countries linked: 21 (March 2014), Regional (5) and Global (May 2014)*** | **6.4.1** | Percentage of conflict affected countries bringing together **sub-national, national institutions and communities, including women** for peaceful resolution of recurrent conflicts within twelve to eighteen months after the end of a conflict. | 40%  | 45% | 55%  |
| **Indicator 6.4.1 Note:** This qualitative indicator measures effectiveness of conflict resolution/mitigation mechanisms supported by UNDP (on demand from programme countries) able to bring together stakeholders (sub-national, national institutions and communities, including women) for peaceful settlement of recurrent conflicts. Characteristics of effectiveness are identified as: evidence of efforts to build consensus or resolve disputes peacefully; cross-ethnic, cross community or cross cultural activities; women are participating in dispute resolution, confidence-building or cross-community dialogue activities; diversification of access to basic services (i.e., health, education, rule of law). Using a qualitative assessment and objective evidence, the effectiveness of UNDP’s support is measured by tracking the number of countries where UNDP support has led to some or significant results (scale: 1= none; 2= some; 3=significant). |
| **6.4.2** | Percentage of people in target areas with improved perceptions of **social cohesion** within twelve to eighteen months after conflict ends, disaggregated by sex and age | 10% women and men (2012) | 20% women and men | 35% women and men (of which 50% women and youth in targeted areas) |
| **Indicator 6.4.2 Note:** This indicator measures UNDP’s support (on demand from programme countries) for surveys which measure perceptions of social cohesion within twelve to eighteen months after conflict ends and whether the survey data can be disaggregated by sex and age – in target areas for UNDP’s support only. |

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| Outcome 7: **Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles** |
| **Notes:**Targets for Outcome 7, outcome level indicators will be determined as the post-2015 agenda and dialogue on the Sustainable Development Goals develops and international agreements are made. In the meantime progress will be monitored on the basis of qualitative evidence of progress on these dialogues.  |
| **Outcome Indicators**  | **Baseline** | **Target (2017)** |
| * 1. Extent to which the agreed post 2015 agenda and sustainable development goals **reflect sustainable human development concepts and ideas**
 | Not applicable | To be determined |
| * 1. Existence of an **initial global agreement on financing mechanisms** for the post 2015 agenda and sustainable development goals
 | Not applicable | To be determined |
| * 1. Number of countries **integrating and adapting the post 2015 agenda and sustainable development goals** into national development plans and budgets
 | Not applicable | To be determined |
| 7.4 Existence of a **global succession plan** to ensure unfinished MDGs are taken up post 2015 | Not applicable | To be determined |
| 7.5 Number of countries with **post-2015** **poverty eradication commitments and targets**  | Not applicable | To be determined |
| **Outputs** *(UNDP provides specific support for the following results, based on national demand)* | **Output Indicators** *(output indicators measure only those results which are specifically supported by UNDP, in response to demand from programme countries)* | **Baseline***(including number of linked countries with data reported)* | **Milestone** (2014)*(including number of linked countries with data reported)* | **Target** (2017)*(including number of linked countries with data reported)* |
| **Output 7.1.**  Global consensus on completion of MDGs and the post 2015 agenda informed by contributions from UNDP***Number of countries linked: 20 (March 2014), Regional (5) and Global (May 2014)*** | **7.1.1** | Number of organizations **participating in dialogues** on the **post-2015 agenda and sustainable development goals** (disaggregated by type of organization – e.g. government, civil society and women’s organizations)1. Number of governmental organizations
2. Number of civil society organizations
3. Number of women’s organizations
4. Number of people
 | a) 972b) 3,712c) 660d) 1,564,986 | a) 1,100b) 4,000c) 700d) 2,000,000 | a) 1,100b) 4,000c) 700d) 2,500,000 |
| **Indicator 7.1.1. Note:** Tracks the number of government organizations, civil society organizations and women’s organizations participating in dialogues on the post-2015 agenda and sustainable development goals, and the number of people consulted and involved in online dialogues through UNDP platforms. |
| **7.1.2** | Extent to which **UNDP’s substantive contribution** is reflected in the post 2015 development agenda | Post-2015 | To be determined |
| **Indicator 7.1.2 Note:** The extent to which UNDP’s substantive contribution (such as, e.g., **bringing less visible MDGs back in focus and moving on to the next level in MDG-related areas**; **poverty eradication as a prominent focus area and potential goal**; and **use of updated, reliable and disaggregated data to guide implementation**) is reflected in the post 2015 development agenda will be carefully reviewed through a qualitative analysis of UNDP’s role and influence on the agenda and reported through narratives in the Annual Report to accompany the IRRF. |
| **Output 7.2.**  Global and national data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals***Number of countries linked: 24 (March 2014), Regional (5) and Global (May 2014)*** | **7.2.1** | Existence of **a global system to monitor** the post 2015 agenda and sustainable development goals | Post-2015 | To be determined |
| **Indicator 7.2.1 Note:** Targets will be determined as the post-2015 agenda and dialogue on the Sustainable Development Goals develops and international agreements are made.  |
| **7.2.2** | Number of countries **using updated and disaggregated data** to monitor progress on national development goals aligned with post-2015 agenda  | Post-2015 | To be determined |
| **Indicator 7.2.2 Note:** Targets will be determined as the post-2015 agenda and dialogue on the Sustainable Development Goals develops and international agreements are made.  |
| **Output 7.3.** National development plans to address poverty and inequality are sustainable and risk resilient ***Number of countries linked: 56 ( March 2014), Regional (5) and Global (May 2014)*** | **7.3.1** | Number of country diagnostics carried out **to inform policy options** on national response to globally agreed development agenda (e.g. sustainable development options/pathways) | Post-2015 | To be determined |
| **Indicators 7.3.1 Note:** Targets will be determined as the post-2015 agenda and dialogue on the Sustainable Development Goals develops and international agreements are made.  |
| **7.3.2** | Number of countries with evidence of policies, regulations and standards being implemented at national and sub-national levels in **response to the agreed post 2015 agenda**  | Post-2015 | To be determined |
| **Indicator 7.3.2 Note:** Targets will be determined as the post-2015 agenda and dialogue on the Sustainable Development Goals develops and international agreements are made.  |
| **7.3.3** | Number of policies, regulations and standards at national and sub-national level that **integrate specific sustainability and risk resilient measures** | 19 | To be determined  | To be determined |
| **Indicator 7.3.3 Note:** UNDP data. Methodology and data collection approach - e.g. how to define and monitor specific sustainability and risk resilient measures - is under refinement. |
| **Output 7.4.** Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing ***Number of countries linked: 30 (as of March 2014)*** | **7.4.1** | Amount of global development finance accessed by programme countries, disaggregated by country and typology  | *Indicator under review* |
| **Indicator 7.4.1 Note:** Indicator is under review as COs did not find this indicator relevant |
| **7.4.2** | Number of countries that have effective mechanisms in place to **access, deliver, monitor, report on and verify use of ODA and other sources of global development financing.** | *19 linked countries with data reported*0 | *19 linked countries with data reported*4 | *19 linked countries with data reported*8 |
| **Indicator 7.4.2 Note:** This qualitative indicator is intended to measure UNDP’s support for countries (on demand from programme countries) to access ODA and other sources of global development financing with a focus on effective mechanisms to then deliver, monitor, report on and verify the use of these funds. This is measured through four main components to represent the qualities of the mechanisms and UNDP’s effectiveness in supporting these is assessed on the basis of a 1 to 4 qualitative rating scale, with 4 being the highest level of result achievable, assessed on the basis of objective, verifiable evidence. |
| **Output 7.5** South-South and Triangular cooperation partnerships established and/or strengthened for development solutions***Number of countries linked: 21 (as of March 2014)*** | **7.5.1** | Number of **South-South and Triangular cooperation** **partnerships** that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities) | 0, (280 partnerships planned) | 70 partnerships deliver initial measurable results with sustainability strategy built in | 280 partnerships deliver measurable and sustainable benefits for participants |
| **Indicator 7.5.1 Note.** The baseline was devised on the basis of a BDP desk review and survey of COs about SSC partnerships planned and evidence of improving SSC policy frameworks or institutional capacity conducted in 2013 |
| **7.5.2** | Extent (number) and scope (type) of **UN system participation in south-south and triangular partnerships** (at national, regional, sub-regional, inter-regional levels) | No systematic reporting | Systematic reporting established | Evidence of active UN participation in SSC at all levels |
| **Indicator 7.5.2 Note**: Extent to which there is systematic evidence of active participation of UN system in SSC and triangular partnerships. |
| **7.5.3** | Evidence of **harmonization of policies, legal frameworks and regulations** across countries for sustaining and expanding South-South and triangular cooperation that maximizes mutual benefits | 11 countries have evidence of improving SSC policy frameworks or institutional capacity | 20 countries initiated actions for policy improvement and harmonization  | 30 countries show evidence of policy improvement and harmonization |
| **Indicator 7.5.3 Note:** The baseline was devised on the basis of a BDP desk review and survey of country offices about SSC partnerships planned and evidence of improving SSC policy frameworks or institutional capacity conducted in 2013 |
| **Output 7.6.** Innovations enabled for development solutions, partnerships and other collaborative arrangements ***Number of countries linked: 26 (as of March 2014), Regional (5) and Global (May 2014)*** | **7.6.1** | Number of **new** **public-private partnership** mechanisms that provide innovative solutions for development | *14 linked countries with data reported*0 | *14 linked countries with data reported*50 | *14 linked countries with data reported*150 |
| **Indicator 7.6.1 Note:** Tracks the number of new PPP mechanisms (on demand from programme countries) with evidence of providing innovative solutions for development. |
| **7.6.2** | Number of **pilot and demonstration projects** initiated or **scaled up by national partners** (e.g. expanded, replicated, adapted or sustained) (a) Number of pilots and demonstration projects **scaled up** by national partners(b) Number of pilots and demonstration projects **initiated** by national partners | (a) 44 (12 countries)(b) 119 (14 countries) | (a) 144(b) 319  | (a) 250(b) 1,000  |
| **Output 7.7** Mechanisms in place to generate and share knowledge about development solutions***Number of countries linked: 39 (as of March 2014), Regional (5) and Global (May 2014)*** | **7.7.1** | Evidence (e.g. number of citations, downloads and site visits) of **Human Development Reports (HDR) contributing to development debate and action**1. Number of HDRO website visits
2. Number of HDR downloads
3. Bounce rate
4. Number of HDR website sessions of more than 180 seconds
 | 1. 4.6 million
2. 717,030
3. 50%
4. 1.1 million
 | 1. 4.9 million
2. TBD
3. 47%
4. d. 1.2 million
 | 1. 6.0 million
2. TBD
3. 38%
4. 1.4 million
 |
| **Indicator 7.7.1 Note:** ‘Bounce rate’ measures the number of visitors who leave a website after visiting just one page. While the number of visits to UNDP’s Human Development Reports Office (HDRO) website has remained consistently high (on average 13,000 per day, with spikes during the week and dips on the weekend), it is noted that visitors have also been spending more time on the website – a desirable situation.  |
| **7.7.2** | Existence and access (user base) of an **expanded platform** with data on the who, what and where of **South-South and Triangular Cooperation.** | Platform not exist  | Implementation plan | To be determined based on the implementation plan. |
| **Indicator 7.7.2 Note:** Tracks UNDP |
| **7.7.3** | Evidence (e.g. user survey results) of the **relevance of development solutions** to national partners that are shared over the knowledge platform | 62% | To be determined | To be determined  |
| **Indicator 7.7.3** **Note:** Baseline based on responses to selected questions in the 2012 UNDP Partners Survey. Approach being developed for *maximum relevance in use*, with which milestones and target will be generated. |

## Tier Three: Organizational Effectiveness and Efficiency

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| **Higher quality programmes through results-based management** |
| [Cost Classification: Development Effectiveness] 1. IMPROVED ACCOUNTABILITY OF RESULTS  |
| **Notes:****Indicator 1:** The baseline uses the figure of the 2013 SP Evaluation, based on ADRs (partial coverage of COs). In the 2013 Cumulative Review, UNDP reported national outcome-level change (from 100% of country outcomes in CPDs) on the basis of 3 different measures: i. status of outcome achievement, ii. status of indicator progress, and iii. Progress rate based on difference between latest data reported and baseline for all quantitative outcome indicators. UNDP chose the most conservative of these possible 4 figures – the one from the SP Evaluation report - as the baseline.**Indicator 2:** Data below from the 2012 Partnership Survey is for a reference purposes only. The Partnership Survey questionnaire will be revised in line with the 2014-2017 Strategic Plan outcomes.**Indicator 3**: Pending finalization of corporate monitoring system.**Indicator 4**: The ROAR will be redesigned in 2014 to take into account the new Strategic Plan and IRRF and therefore the methodology for quality assurance will also change.**Indicator 5**: Pending finalization of project quality assurance system**Indicator 6**: The baseline reports the results of HQ CPD appraisals in 2014 (HQPACs requested re-submission of 4 out of 15 CPDs). The new organisational standards for programmes are still being finalized. **Indicator 7**: Derived from previous indicator 14, which was disaggregated to reflect staff satisfaction with development effectiveness and management support separately. The staff survey methodology is being revised and the indicator will be calculated accordingly.**Indicator 8**: This indicator replaces the previous “Percentage of projects by type with capacity development as a significant component” to better reflect the new quality assurance process. The capacity development tracker methodology will change with the new quality assurance system. A new baseline, with related targets and milestones, will be set accordingly.**Indicator 9a**: The formulation of the indicator has been changed compared to the original “percentage of programmes/projects designed with a significant gender component to reflect exactly what is measured by the gender marker: expenditures tracked by outputs according to their contribution to gender equality.**Indicator 9b:** The SEAL initiative helps Country Offices put in place quality control mechanisms to better use the gender marker and revisit their portfolio to check accuracy. In addition, UNDP HQ also checks the accuracy of scores of those COs. This process involves 2 years in each Country Office and it is rolled out in 34 Country Offices every two years.**Indicator 10**: The Launch of social and environmental and quality assurance tracking systems is anticipated January 1, 2015. A similar indicator was introduced in the ROAR in 2012 and in 2013 it was reported in 111 Country Offices. However, application and awareness of the procedure are too uneven to calculate a meaningful baseline. **Indicator 11:** This indicator will start to be measured once the database is established**Indicator 13:** It will be calculated in 2014 for the first time |
| **Results statement:**  | **No.** | **Indicator** | **Baseline**  | **Milestones** (2014) | **Target** (2017) |
| 1.1 Programme effectiveness enhanced for achieving results at all levels through quality criteria and quality assurance processes  | **1.** | Percentage of country programme outcomes that are reported as either on-track or achieved (cross checked with evaluation findings) | 50% (2013) | At least 5% increase | At least 10% increase |
| **2.** | Percentage of partners perceiving UNDP as an effective contributor in identified areas | * MDGs: 58%
* Poverty eradication: 44%
* Democratic governance: 56%
* Crisis prevention and recovery: 45%
* Environment and Sustainable Development: 56%
 | 65% for each outcome | 70% for each outcome |
| **3.** | Percentage of project outputs which are reported as achieved or on track | TBD | TBD | TBD |
| **4.** | Percentage of Country Office annual results reports which meet or exceed expected organizational quality standards **(QCPR related indicator)** | *67% (2012)* | *70%* | 90% |
| **5.** | Percentage of projects meeting or exceeding organizational quality standards **(QCPR related indicator)** | TBD | TBD | TBD |
| **6.** | Percentage of new country programme documents that meet organizational standards in the first submission for internal appraisal **(QCPR related indicator)**  | 73% (first quarter 2014) | TBD | TBD |
| **7** | Percentage of UNDP staff surveyed who report satisfaction with:1. UNDP policy services
2. UNDP programme/project guidelines and support
 | TBD | TBD | TBD |
| 1.2 UNDP’s key development approaches fully integrated into UNDP programmes and projects for more durable results | **8.** | Percentage of projects by type that meet quality standards for capacity development **(QCPR related indicator)** | (2013) 50% of on-going projects recorded in the capacity tracker:- 88% had at least 1 of the 4 envisaged capacity development components- 36% had all 4 components  | TBD | TBD |
| **9.** | 1. Percentage of expenditures with a significant gender component and with gender as a principal objective. **(QCPR related indicator)**
2. Number of country offices that track and report on expenditures using gender markers validated by a quality assurance process. **[COMMON QCPR INDICATOR]**
 | (2013) 30% (4% gender projects and 26% projects with a significant gender component)  | 40% (8% gender projects and 32% projects with a significant gender component) | 57% (15% gender projects and 42% projects with a significant gender component) |
| 34 country offices (2013 – 2014) | 70 |
| **10.** | Percentage of projects reported as adhering to our corporate social and environmental standards **(QCPR related indicator)** | TBD | TBD | TBD |
| **11**. | Percentage of programmes/projects where south -south or triangular cooperation is used to achieve results **(QCPR related indicator)** | TBD | TBD | TBD |
| 1.3 Knowledge management institutionalized and learning is made part of its performance culture. | **12.** | Existence of (and use of) a database of searchable lessons learned from evaluations and project completion reports  | None | TBD | TBD |
| **13.** | Number of citations of UNDP publications in professional publications | TBD | TBD | TBD |
| **14.** | Number of comments generated on Teamworks content and discussions (disaggregated by UNDP and non-UNDP, region, country, theme) | 4726(2013) | 5080 (7.5% increase) | 7000 (30% increase) |

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| **[cost classification: management functional clusters]** 2. **FIELD/COUNTRY OFFICE OVERSIGHT, MANAGEMENT AND OPERATIONS SUPPORT** |
| **Notes****Result 2.1**: Previously result 5.1, moved here to ensure consistency with cost classification as agreed with other UNDS agencies.**Indicator 16**: The previous indicator “percentage of projects that comply with the new cost recovery policy” was changed because compliance with cost recovery happens at the level of cost-sharing agreements and not at project level since a project can have different sources of fund with different cost recovery rates. Indicator 16.a aims at monitoring UNDP progress towards full cost recovery. |
| **Results statement:**  | **No.** | **Indicator** | **Baseline**  | **Milestones** (2014) | **Target** (2017) |
| 2.1 UNDP is an efficient and cost conscious organization  | **15.** | Percentage of procurement cases submitted to the ACP that are approved upon first review  | 75.24% (2013) | 78% | 80% |
| **16.** | 1. Percentage of cost-sharing agreements that comply with the new cost recovery policy (third party contributions only)
 | 2013 = 1.6%, the new policy started in January 2014 | 55% | 90% |
| 1. Average cost recovery rate (disaggregated by funding instrument)
 | (2013)Third party cost sharing: 5.9%Government cost sharing: 3.8%South-South contributions: n/aOther trust funds: 6.0%GFATM: 6.5%GEF: 9.6%LOFTA: 3.8%Thematic contributions: 4.3%Montreal Protocol: 7.5%EC: 6.0% | Third party cost sharing: 7.25%Government cost sharing: 3.5%South-South contributions: 3.5Other trust funds: 7.25%GFATM: 7.0%GEF: 9.5% (below $10m); 9% (above %10m)LOFTA: 4.0%Thematic contributions: 7.0%Montreal Protocol: 7.0%EC: 7.0% | Third party cost sharing: 8.0%Government cost sharing: 3.5%South-South contributions: 3.5Other trust funds: 8.0%GFATM: 7.0%GEF: 9.5% (below $10m); 9% (above %10m)LOFTA: 4.0%Thematic contributions: 7.0%Montreal Protocol: 7.0%EC: 7.0% |
| **17.** | Percentage of operating units meeting financial data quality standards, including IPSAS indicators | 81% financial quality 30% IPSAS(2013) | 70% (joint financial quality and IPSAS) | 80%(joint financial quality and IPSAS) |
| **18.** | 1. percentage of total core expenditures on development-related activities directed to programme activities
2. percentage of total non-core expenditures on development-related activities directed to programme activities

[**COMMON QCPR INDICATOR**] | 1. 71% (2013)
2. 96% (2013)
 | 1. 77%
2. 95%
 | 1. 83%
2. 94%
 |
| **[cost classification: management functional clusters]** 3. **CORPORATE OVERSIGHT AND ASSURANCE (internal audit, investigations and corporate evaluations)** |
| **Notes****Indicator 19**: The methodology to assess the quality of evaluation reports is being revised by the Independent Evaluation Office. The 2012 baseline does not take into account UNEG gender-related norms and standards.**Indicator 20:** This indicator substitute the previous “percentage of UNDP’s programme covered by Office and Audit and Investigation (OAI)’s audit annually” to ensure consistency with indicator 21 measuring UNDP performance (result) rather than UNDP investment (input). UNDP investment in both the Office of Audit and Investigations and the Independent Evaluation Office are included in the annual reporting to the Executive Board by those independent offices.**Indicator 21**: The world “expenditures” has been added to ensure the indicator correctly reflects what is measured**Indicator 23:** The indicator needs to be disaggregated: tracking of the implementation of audit recommendations is done separately by OAI for internal audits and by BOM for external audits. |
| **Results statement:**  | **No.** | **Indicator** | **Baseline**  | **Milestones** (2014) | **Target** (2017) |
| 3.1 Efficiency and effectiveness of UNDP operations improved and development effectiveness enhanced with support from The Evaluation Office and the Office of Audits | **19.** | Percentage of decentralized evaluations assessed which are rated of satisfactory quality, including having met UNEG gender-related norms and standards **(SWAP-related indicator)**. | 32% (2012) | TBD | TBD |
| **20.** | Percentage of internal audits that are rated as satisfactory, partially satisfactory, and unsatisfactory | Satisfactory: 7%Partially satisfactory: 58%Unsatisfactory: 35%(average 2011-2013) | Satisfactory > 3%Partially satisfactory < 65%Unsatisfactory < 15% |
| **21.** | Percentage of audited expenditures that are unqualified  | 94.2% (2013)97.6% (average 2011-2013) | ≥ 98% | ≥ 98% |
| 3.2 Management action on evaluation and audit findings taken to improve efficiency and effectiveness  | **22.** | Implementation rate of agreed actions in evaluation management responses | (2013) Average: 63%Decentralized evaluations: 84%Independent evaluations 42% | Average: 75% Decentralized: 86% Independent: 60%  | Average: 99% Decentralized: 99% Independent: 99% |
| **23.** | Rate of implementation of agreed upon:* 1. internal audit recommendations
	2. external audit recommendations (UN Board of Auditors)
 | 88% (2013) | ≥ 85% | ≥ 85% |
| 80% (2013) | 85% | 85% |

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| **Making UNDP a more open, adaptable and agile institution** |
| **[cost classification: management functional clusters]** 4. **LEADERSHIP AND CORPORATE DIRECTION**  |
| **Notes****Indicator 26:** The baseline is estimated based on linking of results and resources. Data will be refined based on country level data analysis |
| **Results statement:** | **No.** | **Indicator** | **Baseline**  | **Milestone (2014)** | **Target 2017** |
| 4.1 UNDP leaders foster a working environment in which staff are engaged, leading to improved performance and a smooth transition to the new Strategic Plan | **24.** | Percentage of all staff surveyed who expressed confidence in leadership and direction | 71% (2013) | 71% | 80% |
| **25.** | Percentage of all staff surveyed who feel empowered in their job | 69% (2013) | 70% | 80% |
| **26.** | Percentage of project outputs that are aligned to corporate outcomes | 51.5% (first quarter 2014) | 60% | 90% |

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| **Improved management of financial and human resources in pursuit of results** |
| **[cost classification: management functional clusters]** 5. **CORPORATE FINANCIAL, ICT AND ADMINISTRATIVE MANAGEMENT**  |
| **Notes** **Result 5.1**: Previous result 2.1, moved here and rephrased to ensure consistency with cost classification as agreed with other UN agencies. – e.g. indicators similar to 28 and 29 are being monitored by UNICEF in the result area associated to this cost classification.**Indicator 27**: Derived from previous indicator 14, which was disaggregated to reflect staff satisfaction with development effectiveness and management support separately. The staff survey methodology is being revised and the indicator will be calculated accordingly. |
| **Results statement:** | **No.** | **Indicator** | **Baseline**  | **Milestones (2014)** | **Target 2017** |
| 5.1 UNDP policies and procedures fit for purpose to enable staff to carry out their jobs effectively | **27.** | Percentage of UNDP staff surveyed who report satisfaction with:1. UNDP management services
 | TBD | TBD | TBD |
| **28.** | Percentage of total UNDP expenditure related to management activities (Management Efficiency Ratio) | (2013) 8.44% | 8.1% | 8.1% |
| **29.** | Percentage of total UNDP expenditure on management activities spent on travel costs | 3.3% | 3.3% | 3.0% |
| **[cost classification: management functional clusters]** 6. **CORPORATE HUMAN RESOURCES MANAGEMENT**  |
| **Notes** **Indicator 30**: The additional categories of 1) International Professional FTA posts which require clearance by the Compliance Review Board in New York, and 2) International Professional FTA posts filled through the Candidate Pools, will be added in next IRRF submissions**Indicator 33:** Calculated based on GSS questions on: UNDP as an organization to work for; treating staff with respect; being proud to work with UNDP; inspiration to work; and intention to stay |
| 6.1 UNDP equipped to attract, develop and retain a talented and diversified workforce | **30.** | Vacancy rate across specified categories (TBD – e.g. RRs) | RRs: 9.5% (2013) | < 10% | < 10% |
| **31.** | Average time taken to fill eligible vacancies across specified categories (e.g. full-time equivalents & candidate pools) | (2013)* Candidate Pools: 20 working days
* - RRs/RCs: 11 weeks
 | * Candidate pools < 1 months
* RRs/RCs: ≤11 weeks
 | * + Candidate pools < 1 months
* - RRs/RCs: ≤11 weeks
 |
| **32.** | Percentage of staff who are female**(QCPR related indicator)**:1. At all levels
2. P4-P5
3. D1 and above
 | (2013)1. 42%
2. 38%
3. 36%
 | 1. 45%
2. 40%
3. 38%
 | 1. 50%
2. 50%
3. 50%
 |
| **33.** | Staff engagement index | 72% (2013) | 75% | 80% |
| **34.** | Percentage of annual performance management and development (PMD) processes completed on time. | 33% (2011) | 50% | 80% |

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| **Improved management of financial and human resources in pursuit of results** |
| **[cost classification: management functional clusters]** 7. **CORPORATE EXTERNAL RELATIONS AND PARTNERSHIPS, COMMUNICATIONS AND RESOURCE MOBILIZATION**  |
| **Notes** **Indicator 35:** UNDP to start survey in 2014**Indicator 36:** Non-government: UN System, World Bank Group, EU, Regional Banks, Vertical Funds, NGOs/CSOs, Private Sector and Foundations**Indicator 38**: UNDP to start survey in 2014 |
| **Results statement:** | **No** | **Indicator** | **Baseline**  | **Milestones (2014)** | **Target 2017** |
| 7.1 Effective support for the Executive Board provided to enable oversight | **35.** | Percentage of Executive Board members who report satisfaction with UNDP support services | TBD | TBD | TBD |
| 7.2 UNDP recognized as a development partner of choice by its partners  | **36.** | Size and trend in funding from government and other non-government partners (including international financial institutions, regional development banks, civil society, private sector). **[COMMON QCPR INDICATOR]** | Total2012 $4,637 2013 $4,700 (1.4 % increase from 2012) | Total2014-2015 $9,503 (1.8 % increase from 2012-2013) | Total2016-2017 $9,856 (3.7% increase from 2014-2015) |
| Regular Resources2012 $846 2013 $896 (5.9 % increase from 2012) | Regular Resources2014-2015 $1,750 (0.5 % increase from 2012-2013) | Regular Resources2016-2017 $1,850 (5.7 % increase from 2014-2015) |
| Other Resources (Government)2012 $1,333 2013 $1,258 (5.6 % decrease from 2012) | Other Resources (Bilateral and Multilateral Partners)2014-2015 $6,253 (13.0 % increase from 2012-2013) | Other Resources (Bilateral and Multilateral Partners)2016-2017 $6,506 (4.0 % increase from 2014-2015) |
| Other Resources (Non-government)2012 $1,536 2013 $1,258 (8.4 % decrease from 2012) |
| Other Resources (Government Cost Sharing)2012 $920 2013 $1,139 (23.8 % increase from 2012) | Other Resources (Government Cost Sharing)2014-2015 $1,500 (27.1 % decrease from 2012-2013) | Other Resources (Government Cost Sharing)2016-2017 $1,500(0 per cent increase from 2014-2015) |
| **37.** | Percentage of partners perceiving UNDP as a valued partner to their organization | *87% (2012)* | 90% | 90% |
| **38.** | Percentage of Member States giving positive feedback on the quality of corporate reporting on results and mandates **[COMMON QCPR INDICATOR]** | *TBD* | TBD | TBD |
| **39.** | Percentage of country offices and headquarters units that are compliant with the internal standards for the international aid and transparency initiative (IATI) and Information Disclosure Policy  | 52% (2014) | 80% | 100% |
| **[cost classification: management functional clusters]** 8. **STAFF AND PREMISES SECURITY**  |
| **Results statement:** | **No** | **Indicator** | **Baseline**  | **Milestones (2014)** | **Target 2017** |
| 8.1 UNDP Country Offices are more resilient due to sound business continuity systems and security arrangements  | **40.** | Percentage of Country Offices meeting minimum operations security standards (MOSS) | 77.7% (2013) | 82.5% | 90% |
| **41.** | Percentage of Country Offices and headquarters units meeting Business Continuity Plan requirements | 24% (2013) | 65% | 95% |
| **42.** | UNDP Carbon Footprint (CO2 emissions) | 85,142 tonnes CO2-equivalent (2013) | 80,000 tonnes CO2-equivalent | 75,000 tonnes CO2-equivalent |

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| **Coordination of the UN Development System** |
| **[cost classification: coordination] 9. UN DEVELOPMENT SYSTEM LEADERSHIP AND COORDINATION [cost classification: coordination]** |
| **Notes****Indicator 43**: Temporary revision, the methodology will be refined in 2014.**Indicator 45**: Common methodology is being developed with other UNDG agencies**Indicator 46:** The common UNDG capacity measurement approach is being developed in the UPN (in the 2014 work-plan).**Indicator 47:** DOCO will collect these data through RCAR and disaggregate by agency**Indicator 48:** DOCO will collect these data through RCAR and disaggregate by agency**Indicator 49**: The total UNDP contribution to the RC system will be recorded against this indicator, waiting for an agreement on indicator 50 below; note that the above amounts represent the yearly UNDP core contribution to financing of the UN development coordination function.**Indicator 50:** Pending UNDG agreement on the definition of in-kind |
| **Results statement:** | **No.** | **Indicator** | **Baseline**  | **Milestones** (2014) | **Target** (2017) |
| 9.1 Greater progress on coordination, leadership and management of the Resident Coordinator system ensured | **43.** | Percentage of actions in the UNDP QCPR Action Plan that are implemented. | TBD | TBD | TBD |
| **44.** | Percentage of UNDP partners satisfied with UNDP leadership of the Resident Coordinator System | 71% (2012) | 80% | 80% |
| **45.** | Per cent of country offices using common RBM tools and principles **[COMMON QCPR INDICATOR]** | TBD | TBD | TBD |
| **46.** | Per cent of country offices using the common UNDG capacity measurement approach (when fully developed) **[COMMON QCPR INDICATOR]** | TBD | TBD | TBD |
| **47.** | Number of country offices that are applying the Standard Operating Procedures, or components of it. **[COMMON QCPR INDICATOR]** | TBD | TBD | TBD |
| **48.** | Number of country offices implementing common services, common long-term agreements, harmonized approach to procurement, common human resources management, information and communication technology services, or financial management services. **[COMMON QCPR INDICATOR]** | TBD | TBD | TBD |
| **49.** | UNDP contribution in cash provided to the resident coordinator system **[COMMON QCPR INDICATOR]** | $74m(2013) | $92.65m | $92.65m |
| **50.** | UNDP contribution in kind provided to the resident coordinator system **[COMMON QCPR INDICATOR]** | TBD | TBD | TBD |

1. The projects under this category are under review. It contains projects that do not clearly align to the seven outcomes, such as mine action, country-specific initiatives, and small-scale policy advisory support responding to particular country need.. [↑](#footnote-ref-1)
2. The projects under this heading were not linked to any category by Country Offices. The category is made up mostly of projects that are operationally but not yet financially closed. [↑](#footnote-ref-2)
3. 1 )      Since the IRRF is an annex to the UNDP Strategic Plan 2014- 17, all results which have been included in the IRRF, either at the output/outcome or impact level, are based on the explicit understanding that each of them has been arrived at with the direct or indirect assistance of UNDP.

 2)      All international indicators included in the IRRF and the corresponding benchmarking for targets have been established in conformity with available international standards.  Where established international targets are not available, all attempts are made to set them using relevant and verifiable country targets.

 3)      With regards to the source of data used to populate the indicators in the IRRF, UNDP country offices will include IRRF indicators in regular programme/project progress monitoring dialogue in consultation with national partners.  Country Offices will ensure that relevant and verifiable nationally-owned data sources are given priority for purposes of performance monitoring and reporting. [↑](#footnote-ref-3)
4. (\*denotes that the baseline year is the year specified or latest data available) [↑](#footnote-ref-4)