Annex I: Methodology of the report

Background

1. This year's annual report presents an analysis of UNDP's performance built on an improved foundation of qualitative and quantitative evidence. The report reflects an ongoing strengthening in UNDP results analysis and reporting, from an analytical base of predominantly self-reported narrative, to a primary focus on independent and objective evidence, supported by an increasingly detailed accumulation of self-reported evidence, aggregated for comparative analysis.

2. To support this shift in analytical focus, this report incorporates changes in results tracking as introduced in the Mid-Term Review of the Strategic Plan (2011), as well as changes in the design of the internal Results-Oriented Annual Report (ROAR) platform. These key changes include: 1) streamlined Development Results Framework from 34 to 25 outcomes; 2) addition of corporate outcome indicators for the outcomes subject to annual in-depth reporting (nine outcomes in this year's report); 2) a change in one reporting indicator and the addition of a new reporting indicator at the output level to capture and track UNDP's contribution to development results; 3) addition of the new Development Effectiveness category; and 4) a redesigned Institutional Results Framework *inter alia* to harmonize with UNICEF and UNFPA.

Strategic Plan 2008-2013 Results Frameworks

Development results

- Focus areas (and outcomes)
  - Poverty reduction and MDG achievement (7 outcomes)
  - Democratic governance (9 outcomes)
  - Crisis prevention and recovery (6 outcomes)
  - Energy and environment (3 outcomes)
- Engagement profile at the output level
  - Awareness dimension
  - Policy dimension
  - Implementation dimension
  - Resilience dimension
- Development effectiveness
  - Quality of country programming
  - Practice networking and knowledge management
  - Capacity development
  - Gender equality and empowerment
  - South-South Cooperation

Institutional results

- Management
  - Effective leadership and direction
  - Improved accountability
  - Human resource management
  - Partnership development
  - Effective and efficient policies and procedures
  - Staff security
  - Independent corporate oversight
- UN development coordination
  - Management of the RC system
  - Strengthened ownership of RC by UN development system
  - Joint programming and common business operations
- Special purpose
  - UNV
  - UNCDF

3. Corporate outcome indicators have been incorporated to provide specific metrics to track and aggregate country-level outcome results achievement. As shown in Table 2 of the main section of this annual report, this year these indicators track the number and percentage of countries that have achieved results for the nine selected in-depth outcomes, using data collected from country level outcome indicators as their source.

4. In the Mid-Term Review, two changes were introduced to the development results framework indicators. The indicator relating to UNDP contributions based on independent evaluative evidence was changed to "*findings and recommendations of Independent evaluations and surveys related to the UNDP contribution to the respective outcome*" to better capture the qualitative, rather than quantitative, nature of evaluation findings. The Mid-Term Review added a fourth output reporting indicator: "*number of country offices that report contribution to development change in the area supported*". This indicator is used to capture and analyse UNDP contributions to transformational change along the following four output dimensions: *awareness*, *policy*, *implementation*, and *resilience*.

5. Development Effectiveness as a new cost classification/budget category was added as a result of the Mid-Term Review *inter alia* as part of the harmonization of cost classifications with UNFPA and UNICEF. The results and indicators in this area are designed to track the extent to which these expenditures strengthen and improve UNDP's effectiveness in addressing the challenges most commonly cited in evaluations. . These indicators measure UNDP's progress in improving quality of country programming, cross-practice integration and knowledge, capacity development, gender equality, and South-South cooperation. This annex also includes a discussion of UNDP's value for money.

6. UNDP has redesigned the ROAR platform to provide the organisation with a significantly increased data set that allows for the first time the acquisition of highly specific and 'aggregatable' data for qualitative and quantitative analysis of UNDP contributions, results, challenges, and opportunities. This data is already being used to improve programme management, performance monitoring, decision-making and results analysis and reporting. Several processes will benefit immediately from the new ROAR data, including foremost the corporate performance scan system, the annual reporting process on the Strategic Plan, and knowledge sharing. The scans assess UNDP's organisational performance across regions and practices to analyse UNDP's work in contributing to the achievement of results, and to ensure UNDP's alignment with corporate priorities elaborated in the Agenda for Organisational Change and the Annual Business Plan (ABP) to ensure UNDP delivers on the Strategic Plan. The redesigned ROAR establishes an improved quantitative and qualitative evidence base to inform the organisation in managing performance. For this annual report, this evidence base provided expanded data on evaluation, South-South, and gender; a stronger emphasis on evidence-based reporting and aggregated information; greater rigor and predictability in measuring progress and contributions to results at output and outcome levels; and improved verification of reported results, linking evidence to metrics presented in country programme documents and Strategic Plan results frameworks.

7. Going forward, this expanded base of evidence will provide stronger results-based management at unit and organisational levels, greater accountability through improved use of metrics and evaluation results, and will allow UNDP to more accurately capture, analyse and communicate the organisation's added value; along with a frank and meaningful picture of the challenges we face across the diverse and complex settings where we work. UNDP will continue to refine these approaches, and to address any weaknesses discovered in this year's exercise, as we move into the next annual report and the Cumulative Review of the Strategic Plan to be presented to the Board in 2013.

Scope and approach

8. Independent evaluative evidence for this report was obtained from Assessments of Development Results and Evaluation Office thematic evaluations conducted in 2011. External evaluative evidence was obtained from partner evaluations, reports, and surveys published in 2011 and 2012. The UNDP Partners Survey was not conducted in 2011; therefore, data from this dimension is not included in external evidence. Self-reported evidence of contributions and results achievement from 2008 to 2011 was sourced from ROARs prepared by each Country Office, regional service center and Headquarters unit.

9. The analysis of the ROAR and ancillary budget, expenditure, capacity development tracker and gender marker data was done in two phases. Phase One focused on analysis and aggregations of results data and financial data using statistical data modeling. A central analysis team produced a series of global data tables that disaggregated results and UNDP's contribution by outcomes, regions, country typologies, and output dimensions. These tables enabled regional bureaux and practices to formulate region- or practice-specific hypotheses and to review trends that deserved further analysis within the short timeframe available for analysis and to analyze gaps in the evidence base in order to learn lessons.

10. Phase Two focused on the testing of hypotheses and more complex statistical analysis based on data correlations and regression analysis for specific indicators of the Development and Management Results Frameworks. The narrative submissions by bureaux followed strict quality expectations on comprehensiveness, evidence, and coherence in results reporting against outcome level change. Emphasis was put on reporting that represented a

complete picture of successes and challenges and of multi-year progress, particularly for the outcomes analyzed in-depth. In particular the analysis tested patterns of results achievement based on:

    (a) UNDP's contribution to corporate outcomes emanating from the global agenda on the one hand, and from country demand, on the other hand.
    (b) UNDP's contribution to outcome level change through the engagement profile at the output level
    (c) UNDP's results profile by country typology representing the context in which development takes place

11. The analysis of independent evaluative evidence provided a base for comparison and corroboration. Particular emphasis was placed on the review of relevant supporting evidence from independent and external evaluations and surveys and its consistency with the evidence emerging through ROAR reporting, including the indicators for the nine in-depth outcomes.

Lessons learned

12. Starting with the 2011 ROARs, UNDP now has a more complete and accurate picture of its work than at any time in the recent past and is better equipped not just to report corporately to partners but to manage performance and prepare for the next Strategic Plan. The significant and substantive gains that have been made in terms of rigor, evidence-based reporting, and strengthened accountability of senior managers are already apparent and will be strengthened as we move forward. Through 2012 UNDP will continue to work on further improving results frameworks and indicators at all levels to ensure that relevant country data is being captured and used in the management of the full programme cycle. The outcome indicators included in country programme documents in particular require improvement, and UNDP intends to approach the Executive Board for permission to modify outcome indicators where past reporting cycles have revealed difficulties in obtaining baselines, measurement, target setting or relevance to the ongoing programme. The improvements will be captured through revisions to the corporate reporting platform that will feed into the cumulative review of the Strategic Plan that will be presented to the Annual Session in 2013.

13. Although UNDP has taken a significant step forward, there are still a number of challenges that need to be addressed in order to achieve a uniformly high standard of reporting. To learn from the process of capturing and analysing ROAR results as well as independent evaluative evidence, an extensive exercise to draw out lessons learned was initiated in April 2012. This exercise will be completed after several months, but in the interim, a few preliminary lessons are apparent. These lessons include (i) the challenge to bridge results management structures and in the reality of how UNDP works; (ii) the need to define stronger indicators that drive the management of programmes; (iii) the difficulty of displaying a theory of change and results chain in order to avoid episodic reporting; and (iv) the need for stronger organisational capacity to analyse and use information to manage performance.

14. Changes to the structure and quality expectations of an annual reporting process cannot deliver immediate gains with regard to substantive improvements in results reporting, and consequently continuous commitment to a results culture are essential to improve results monitoring, data collection, and strategic results analysis that inform management decisions.

15. UNDP still struggles with developing and using indicators for results management, particularly at the outcome level. The overall quality of outcome indicators remains uneven and their actual use in managing programmes is unclear. Country programme documents also would benefit from improved outcome definitions in order to support monitoring and reporting through the programme cycle, particularly in recognition of the multi-stakeholder nature of the process.

16. Another important lesson that is apparent, in part through the new structure of the 2011 ROAR, is that it is extremely difficult to capture and illustrate a full theory of change and chain of results through the reporting systems, since they are not apparent in the current Strategic Plan. The continuing focus on

reporting based on the calendar year, rather than on the timeline of the result itself, in something that will have to be considered carefully as we try to further strengthen reporting in the coming years.

17. One of the most significant changes in the 2011 ROAR was the greatly increased emphasis on the use of data and evidence. This took two forms, a requirement of country offices to provide data and evidence, and the inclusion in the ROAR of many quantitative questions to generate data for analysis in Headquarters. In both cases there were distinct challenges. As mentioned, many offices are clearly struggling to monitor outcomes adequately based on data and evidence, so this shortcoming was clear in the content of their ROARs. Secondly, it also became clear that although the ROAR process generated an unprecedented quantity of data, there was very limited capacity in Headquarters to use and analyse the data. Unlike some other organisations, there is still not a strong organisational culture of using data and evidence for performance management, strategic planning, and decision-making in UNDP and this will have to be addressed with increased investment in the coming years.

18. Despite these lessons identifying areas for improvement, there are early indications that the quality of reporting is improving to keep pace with the more rigorous standard that is required. In 2012 targeted support and oversight will be provided through Regional Bureaux to those offices that need greater technical or substantive assistance.

Annex II: Development and institutional results framework indicators

(a) Nine development outcomes selected for in-depth review

i.   Table 1: Outcomes selected for in-depth reporting

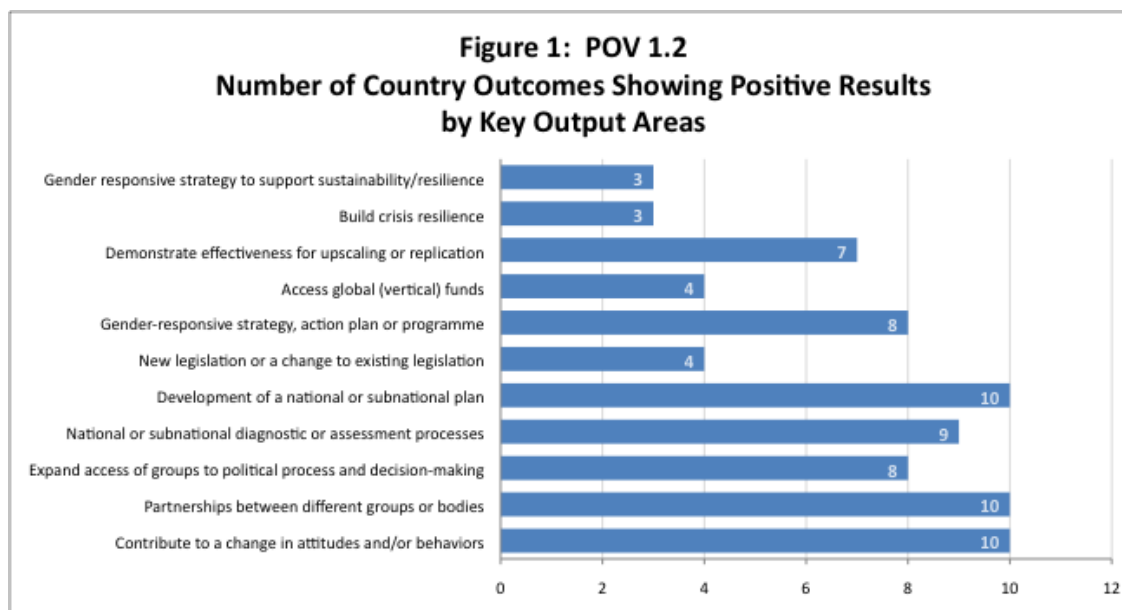| Focus Area	Corporate Outcome	LDCs			Total		
		Number of LDC countries supported	LDC provisional expenditures 2011 ($ thousands)	LDC expenditure as % of total for outcome	Total number of countries supported	Total provisional expenditures 2011 ($ thousands)	Total expenditure as % of total UNDP 2011 expenditure
MDG/ Poverty	1.2 Inclusive growth and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of your women and vulnerable groups in a sustainable way	4	$8,526	24%	18	$35,394	1%
MDG/ Poverty	1.3 Policies, strategies and partnerships established to enhance public-private sector collaboration and private sector and market development that benefits the poor and ensure that low-income households and small enterprises have access to a broad range of financial and legal services	10	$86,245	57%	36	$150,027	3%
Governance	2.2 Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	8	$57,014	65%	20	$87,099	2%
Governance	2.6 Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration of the rights of the poor, women and vulnerable groups	14	$40,458	42%	32	$97,151	2%
Governance	2.8 Strengthened national-, regional- and local-level capacity to mainstream gender equality and women's empowerment in government policies and institutions	14	$109,745	75%	30	$146,536	3%

Focus Area	Corporate Outcome	LDCs			Total		
		Number of LDC countries supported	LDC provisional expenditures 2011 ($ thousands)	LDC expenditure as % of total for outcome	Total number of countries supported	Total provisional expenditures 2011 ($ thousands)	Total expenditure as % of total UNDP 2011 expenditure
Crisis Prevention & Recovery	3.4 National and local institutions have the capacity to respond to gender-based violence and to increase women's civic engagement, participation and leadership in crisis prevention, ongoing crisis and post-crisis settings	0	$0	0%	1	$52,564	1%
Crisis Prevention & Recovery	3.5 National and local institutions have the capacity to deliver improved justice and security, including safeguarding citizen security, in conflict-affected settings	3	$56,137	84%	6	$67,155	1%
Environment	4.1 Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development	26	$50,542	16%	107	$325,099	7%
Environment	4.3 National and local governments and communities have the capacity to adapt to climate change and make inclusive and sustainable environment & energy decisions benefitting in particular under-served populations	19	$41,488	26%	50	$160,911	3%
	TOTAL	45	$450,115	40%	144	$1,121,936	24%

ii.   In-depth report on each of the nine corporate outcomes with corresponding tables

19.   The nine selected in-depth outcomes for this report cover all focus areas, with a prominent emphasis on women and youth covering employment, social protection, access to justice, citizen security, citizen participation, and electoral processes. Implementation of the MDGs is featured under both poverty and environment outcomes reflecting UNDP's integrated approach.

20.   For each in-depth outcome, agreed indicator measures from 2011 are noted, and though cumulative indicator measures from 2008 to 2011 would likely show higher levels of results, these indicators have only been systematically tracked by UNDP since 2011.

MDG/POV 1.2 - Inclusive development and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of youth, women and vulnerable groups in a sustainable way

21.   Based on the agreed indicators for this outcome, 13 of 18 countries being supported by UNDP have adopted country-led action plans to accelerate MDG achievement targeting marginalised populations. Implementation of these policies has started in 9 of these countries, 5 of which demonstrated evidence that objectives were being achieved. Seven countries have improved coverage of women, youth and vulnerable groups through employment support initiatives or social protection schemes.

Figure 1: POV 1.2
Number of Country Outcomes Showing Positive Results by Key Output Areas

22.   UNDP's contributions to this outcome focused on two areas: 1) MDG-based national development plans, particularly in improving agriculture development, land distribution, rural economy, and food security; 2) development at local levels to strengthen implementation and scale up successful policies. UNDP's key value in this work is in inclusive, community-based stakeholder engagement, bringing state and non-state actors together to address key challenges faced by the poor and vulnerable groups.

23.   UNDP supported the roll-out of the MDG Acceleration Framework (MAF) in 4 Sahel countries (Burkina Faso, Niger, Chad and Mali), for achieving rapid and sustainable food and nutritional security progress on a consistent and systematic basis. Sahel 'food security' MAFs typically entail a multi-track, integrated approach to food security, involving a mix of short term and medium term priority solutions for improving productivity and incomes of small agricultural producers and livestock breeders. In Burkina Faso, the MAF action plan underscores securing an equitable access of male and female smallholders to agricultural inputs, and provides for gender balanced staffing of core ministries in charge of rural development. The Niger MAF provides for the dissemination and use of crop diversification and crop-mix technologies with climate change adaptation, as well as for improved and sustainable
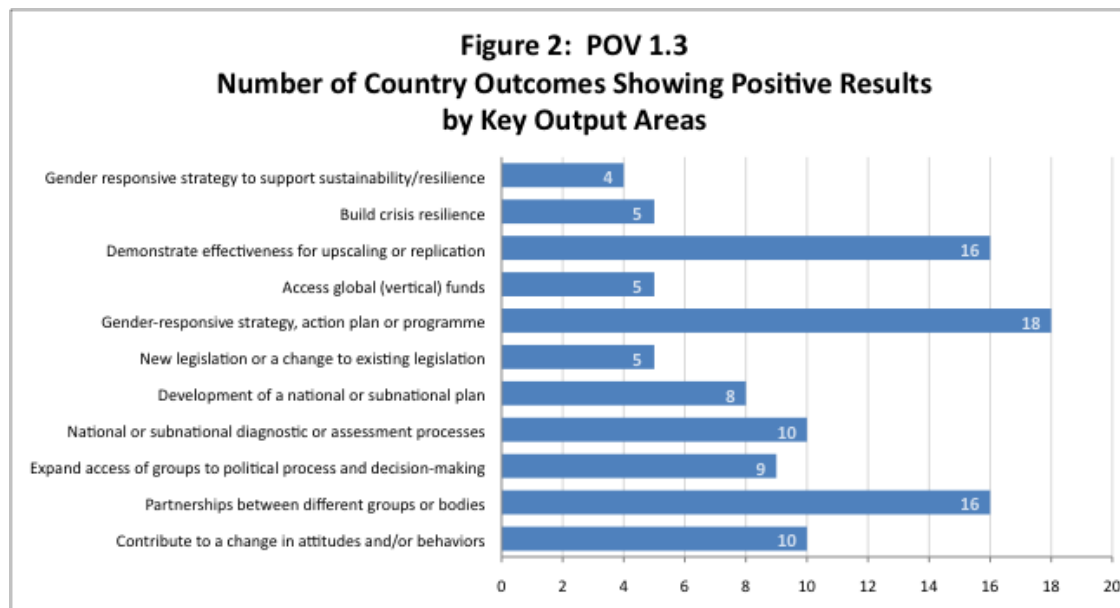
management and protection of livestock against the effects of climate change. In addition, Colombia expanded the application of the MAF to 61 municipalities, and Indonesia rolled out the MAF focused on maternal health at the local level.

24. A large share of UNDP's contribution came about through support to implementation, expansion, replication and scaling up of successful interventions. In Ukraine, UNDP supported the development, piloting and replication of the Model of Job Placement and Employment of People with Disabilities, which established 7 pilot employment centers in 2010 that were further expanded to an additional 83 employment centers in 2011. In China, an innovative pilot initiative that combines poverty reduction efforts with sustainable market-oriented approaches has helped develop entrepreneurship among the rural population, particularly in disadvantaged areas. This initiative has been scaled up to half of the provinces in China (15), with more than one million farmers benefitting on an annual basis. In Tajikistan, successful pilots of UNDP MDG projects in 2009-2010 that incorporated poverty and environment linkages led to the replication and the scaling up of the project from 4 to 11 districts in 2011. Argentina was successful in scaling up micro and small business services to support job creation and to create conditions for more territorially balanced development. In 2011 the program supported the creation of 27 new associative groups that involve 450 productive units, and made credit available for 137 new business plans.

25. Special attention was paid to country-specific needs in addressing this global commitment, through a wide range of interventions. In the Western Balkans UNDP supported the alignment of national policies, legislation and social protection measures to European Union Social Inclusion policies. In the Former Yugoslav Republic of Macedonia, 85% of identified Roma without documentation were enabled to obtain personal documents that significantly increased their access to basic services; a Roma social database was developed in targeted municipalities; the number of Roma registered with Employment Bureaus in targeted municipalities increased by about 60%.

26. In Bangladesh, an innovative social safety net project served as the foundation for a new nation-wide comprehensive Social Safety Net Strategy with women as principal beneficiaries. 2.8 million slum dwellers benefitted by accessing grants channeled through municipalities.

27. Despite these successes, evidence shows a number of challenges in addressing sustainable income, employment, and social protection. Several evaluations, such as the Thailand Assessment of Development Results (ADR) from 2011 and Papua New Guinea ADR (2011), highlight the need for UNDP to provide a multi-sector response to poverty reduction and MDG achievement. In response, there has been a gradual shift in the programme countries from a sectorial focus to a holistic cross-sector implementation of MDG strategies. Results obtained so far demonstrate the breaking down of silos between sectors and MDGs has favored a pragmatic, cross-sectorial, problem-solving approach. Related to this, the Afghanistan ADR (2009) noted that while a key sustainable livelihood programme had created significant capacity in provincial government, it did not focus on community organisation or on programme planning, management, and monitoring capacity at the community level, thus setting aside "one of the most successful patterns of UNDP assistance in conflict-affected countries." Many UNDP evaluations (including the Evaluation of UNDP Contribution to Strengthening National Capacities and the Evaluation of UNDP contribution to Strengthening Local Governance, as well as the Cambodia, Thailand, Somalia and Benin ADRs) have highlighted the necessity of supporting national and local governments in scaling-up innovative and successful local-level and pilot projects for broader impact. UNDP has therefore started documenting successful scale-up cases, and supported the in 22 countries the scaling-up of successful pilot projects and the strengthening of local-national links.

MDG/POV 1.3 - Policies, strategies and partnerships established to enhance public-private sector collaboration and private sector and market development that benefit the poor and ensure that low-income households and small enterprises have access to a broad range of financial and legal services

28. Based on the agreed indicators for this outcome, 26 of the 36 countries being supported by UNDP have adopted policies promoting the development of small enterprises and women entrepreneurship, increasing access to productive assets and financial services for the poor; 17 among them have implemented these policies and report increased access by youth, women and vulnerable groups. 20 countries have adopted policies in support of private-public initiatives to improve public services; 13 among them have started implementing these policies and 4 demonstrated evidence of positive change.

29. In 2011, countries in special development situations comprised 57% of expenditures for this outcome, and an additional 23% from non-SDS LICs. By region, RBAP comprised 47% of expenditures, with 17% from RBEC and 15% from RBA.

Figure 2: POV 1.3
Number of Country Outcomes Showing Positive Results by Key Output Areas

30. UNDP's work in this outcome focused in five priority areas: 1) developing inclusive markets as an overarching goal; 2) establishing policy and institutional infrastructure; 3) implementing programs to ensure direct engagement of the poor in growth-oriented formal sectors of the economy; 4) using tools and approaches such as the integrated value chain development; and 5) brokering investments in pro-poor goods and service delivery. Through the implementation for inclusive development engagement profile, UNDP has achieved positive results for this outcome in 20 countries.

31. Developing partnerships to bring the poor and vulnerable groups into developing markets and financial services is a key value of UNDP contributions, In Kenya, UNDP focused on developing entrepreneurship among vulnerable groups, by brokering non-traditional partnerships and developing online mentoring programme for improved access to global markets and experiences. As a result, more women entered medium enterprises in targeted MDG districts and regions affected by post-election violence. In Ethiopia, 1,000 SMEs were set up and strengthened, leading to increased income and employment for tens of thousands of poor women and youth. In Malawi, UNDP and UNCDF partnered with Micro Finance Institutions (MFIs) to expand coverage by 34% to over 1 million clients, half of whom are women, providing savings facilities and microloans to increase earnings and security.

32. In the area of policy and advocacy support, UNDP partnered with two central banks to develop national strategies to increase financial inclusion in the Pacific islands, considered to be one of the least banked regions in the world. In Fiji over 20,000 previously unbanked social welfare beneficiaries have received no cost bank accounts, a transition that has saved the social welfare department around $160,000 a year. This initiative has now spread to
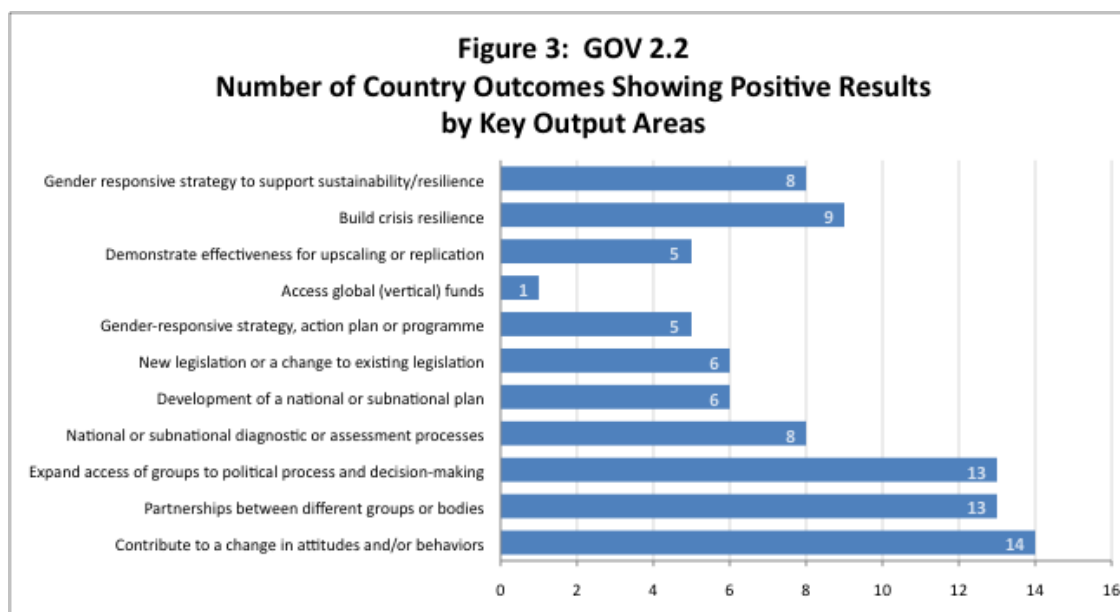
Samoa, Tonga and Vanuatu. UNDP provided policy and advocacy support on the Public-Private Partnership (PPP) model in Croatia to help establish the Croatian PPP agency. In addition, a national Corporate Social Responsibility (CSR) Index was developed, and a CSR Index award created. The Turkey ADR (2010) notes that UNDP's added-value in this work was characterised by successful private-sector engagement, and strongly centered on vulnerable groups and least developed regions.

33. In Cambodia, UNDP has supported building capacity for private sector led development through market-based growth. The Cambodia ADR (2010) notes that capacity building work involving the Ministry of Commerce to enable it to meet the challenges of export growth through diversification of the export structure has been "especially impressive." However, little has been achieved in ensuring a pro-poor bias.

34. In Turkey digital inclusion programme providing over a million youth computer knowledge and access through ICT Academies in 24 cities helped micro-entrepreneurs gain access to information, participate in democratic discussions, and electronic commerce facilities to market their products and benefit from online e-services from the government, municipalities and corporate sector. Through its advocacy and brokering engagement, UNDP played a key role in the formation of the collaborative platform.

35. Despite clear evidence of contributions, engaging with the private sector and developing market-based solutions have provided challenges and lessons for UNDP. One challenge is the relative lack of experience in engaging with the private sector and in market-based solutions, requiring more active engagement by UNDP. In Indonesia, the 2010 ADR notes that engaging with local stakeholders through CSOs represents a "strategic asset that has helped UNDP both in extending the outreach of its support and in strengthening stakeholder involvement." However, "partnership with the private sector has been limited." Similarly in Thailand, while UNDP has been "proactively pursuing and promoting partnerships with the private sector," efforts must continue to actively seek more private sector partnerships, in coordination with government and CSO partnering efforts. In Turkey, the 2010 ADR notes "a strong potential for strengthening UNDP's contribution to social equity in the thematic area of private sector partnership" following successes in CSR and the governance structure for the Global Compact; a lesson in leveraging and increasing contributions where initial success has been made.

36. In non-SDS low and middle income countries, priority was given to strengthening the legal and policy frameworks to improve the business environment, supporting public-private platforms, expanding access to financial and legal services to small and medium enterprises, and supporting youth employment strategies, with UNDP often acting as a facilitator and a catalyst between different actors and sectors of society. In 26 low income countries, local business development went hand in hand with sustainability and clean energy interventions, as in the case of the support provided to design green growth development strategies. UNDP, in collaboration with UNCDF, also established or strengthened an inclusive financial sector able to provide micro-finance support to MSMEs.

GOV 2.2 - Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration

37. Based on the agreed indicators for this outcome, 17 of the 20 countries being supported by UNDP have adopted initiatives to increase the percentage of eligible voters included in voter's registries, 15 of which already demonstrated an increase in voter registration. Electoral management bodies have adopted measures to advance gender equality in 12 countries, of which 6 have monitored or are monitoring gender impact in their operations.

38. In 2011 alone, UNDP provided electoral cycle assistance in 58 countries – 28 in Africa, 10 in Latin America and the Caribbean, 9 in Asia and Pacific, 6 in the Arab States, and 5 in Europe and the Commonwealth of Independent States. 71% of expenditures in this area addressed countries in special development situations. UNDP's work in this outcome focused on: 1) fair and transparent elections and political transitions; 2) increasing education and participation of women as voters and candidates, and 3) increasing efforts are being made to address longer-term support not necessarily related to electoral events, including strengthening the capacities of electoral institutions and making electoral process more sustainable.

Figure 3: GOV 2.2
Number of Country Outcomes Showing Positive Results by Key Output Areas

39. In developing the capacity and sustainability of electoral institutions, systems, and processes, in Zambia, UNDP support efforts targeted the implementation of a continuous voter registration system as well as improvements to the civil registry. This support resulted in an increase in the percentage of registered eligible voters from 70% in 2006 to 86% in 2011, including equal numbers of young men and women voters, and an addition of 1.2 million first time voters. In Nepal, UNDP supported electoral management by strengthening the capacity to collect, generate, and analyse gender disaggregated data. In Georgia, UNDP's support to the electoral process made a significant contribution through an innovative use of partnerships and its outreach to the citizenry with support to the electoral commissions, media and non-governmental organisations (Georgia ADR, 2010).

40. To support more inclusive and gender-balanced participation and representation, in Nepal UNDP in partnership with the National Democratic Institute promoted women's political participation throughout the electoral cycle and produced "Empowering Women for Stronger Political Parties: A Guidebook to Promote Women's Political Participation". In the DRC, women were educated on the electoral process, and their capacities were developed to work as electoral officials and to compete as candidates. This resulted in over 15.5 million women voting out of a total 32 million people registered and 2,280 women candidates competing out of a field of 18,800. In Tunisia, a summer school for women candidates was held and four participating female leaders were elected in the 2011 elections. Through UNDP support, five political parties in Cambodia adopted action plans to promote women's political participation and two political parties adopted a strategy and quota for women in local assemblies.

41. Providing support to fair and free elections and transitions, UNDP engagement with the elections process in Liberia and Tunisia focused on the full implementation of all election-related activities from legislation, to civic- and voter-education, to logistics. Similarly, the Parliamentary elections in Cote d'Ivoire proceeded relatively peacefully, coming a year after the conflict, represented an opportunity for peaceful management of a difficult political transition. Other elections, such as in Niger, helped facilitate peaceful political transitions from military to civilian rule while those in Cape Verde, Nigeria,

Uganda and Zambia supported democratic consolidation. Lastly, UNDP support to the referendum in South Sudan ushered in sub-Saharan Africa's 46th independent country.

42. Through UNDP's extensive experience in supporting elections and electoral processes, lessons and challenges inform improved contributions. UNDP's evaluation of contribution to strengthening electoral systems and processes (2012) notes that UNDP is "perceived as being very effective in delivering technical assistance" to close to 60 countries each year. However, the evaluation notes UNDP can improve through more cost-effective solutions, more efficient project management and delivery, and more systematic application of UNDP's electoral knowledge. While UNDP focuses on longer-term support not necessarily related to electoral events, including strengthening the capacities of electoral institutions and making electoral process more sustainable, this often competes with support to the urgency of scheduled elections. In Mongolia, in support to building a system that ensures free and fair elections, UNDP "should be careful to ensure that its support leads to substantive reforms, not superficial changes" (Mongolia ADR, 2011). The UNDP evaluation notes that while assistance "has effectively improved short term electoral event goals, … some of the systems are not sustainable without continued international financial and/or technical support," In addition, UNDP focus "is still on achieving the event and does not reflect sustained efforts to strengthen the processes themselves over an electoral cycle."

GOV 2.6 - Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups

43. Based on the agreed indicators for this outcome, 28 of the 32 countries being supported by UNDP have developed initiatives to increase access to formal and informal justice that strengthen women's and men's legal rights, of which 22 show positive change, and 21 countries have adopted policies or programmes to prevent and respond to gender-based violence, of which 14 demonstrated evidence of progress.

44. UNDP's work in this outcome focused on: 1) strengthening institutions in the area of legal awareness, assistance and empowerment; and 2) strengthening the rights and participation of women and vulnerable groups, including improved citizen security.

45. In Georgia, strengthening institutions and systems included UNDP support to process 10,000 cases through 11 legal aid offices and 3 consultation centres, established through a legal aid project that included 12,000 consultations. In Mongolia, the establishment of 36 Legal Aid Centres and training of lawyers and advocacy officers in all provinces and districts promoted vulnerable populations' access to justice and legal services. In India, more than

Figure 4: GOV 2.6
Number of Country Outcomes Showing Positive Results by Key Output Areas

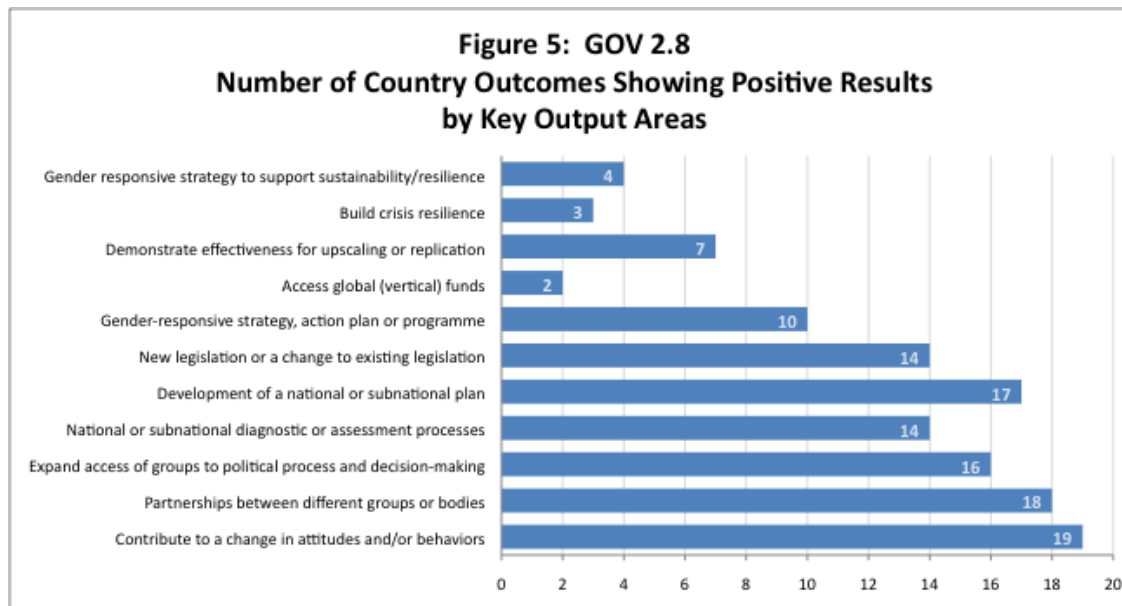| Key Output Area	Number
Gender responsive strategy to support sustainability/resilience	7
Build crisis resilience	10
Demonstrate effectiveness for upscaling or replication	7
Access global (vertical) funds	3
Gender-responsive strategy, action plan or programme	9
New legislation or a change to existing legislation	12
Development of a national or subnational plan	12
National or subnational diagnostic or assessment processes	15
Expand access of groups to political process and decision-making	10
Partnerships between different groups or bodies	19
Contribute to a change in attitudes and/or behaviors	20

4,000 intermediaries—paralegals, community justice workers, self-help group members and elected representatives, many of them women—were trained to assist people in accessing justice while 1.5 million poor men and women took part in training covering their rights and entitlements. In Kenya, UNDP has been supporting the implementation process of the new Constitution, which UNDP helped to formulate and which guarantees basic rights and includes specific requirements for gender equality.

46. As noted above, positive contributions are also observed in the key area of gender equality, gender-based violence and women's rights. In Indonesia, the training of traditional informal justice decision makers resulted in a greater number of decisions upholding and protecting women's rights, as reported by civil society monitors in Indonesia. In Algeria, UNDP supported a national strategy on the elimination of violence against women including empowerment of women in rural areas and in parliament. In Zimbabwe, in the new constitution women successfully participate in the constitution-making process and advocate for gender equality. As a result, UNDP supported a study highlighting the demands and perspectives of Zimbabweans with regards to equal participation in politics and decision-making. Notably, over 400,000 women and over 400,000 men participated, including over 250,000 youths and persons living with disabilities. In contributing to citizen security and criminal justice systems, in Croatia UNDP supported the ongoing Witness-Victims support project that increased the efficiency of crime prosecution and helped 7,500 victims and witnesses of criminal offenses in criminal justice proceedings. In Rwanda, an awareness campaign on gender-based violence resulted in improved family relations in rural areas as well as improved commitment in targeted communities to tackle the issue. In Zambia, UNDP helped to increase available public information, media reporting and awareness of investigation and prosecution of gender-based violence that in turn resulted in an increase in the number of women reporting abuse to the authorities and consequently an increase in the number of offenders prosecuted.

47. Challenges and lessons in support to this outcome include the need to shift towards stronger results that build resilience and sustainability. In Tajikistan, UNDP supported the role of CSOs and NGOs to provide assistance to women subjected to domestic violence and create awareness of women's legal rights. CSOs in Tajikistan were not sufficiently strong to lobby for women's rights and gender equality in policy, and though the resource centres established provided "a perfect opportunity to mobilise women to participate in the development process" they were "not sufficiently used as an instrument to increase awareness about gender specific needs" (Tajikistan ADR, 2009).

GOV 2.8 - Strengthened national-, regional- and local-level capacity to mainstream gender equality and women's empowerment in government policies and institutions

48. Based on the agreed indicators for this outcome, 20 of the 30 countries being supported by UNDP have adopted law reform initiatives and advanced gender equality of which 6 demonstrate evidence that objectives are being reached. In 18 countries public administration bodies have adopted measures to advance gender equality, including gender parity, 11 of which have already implemented these measures and 7 demonstrated evidence that objectives are being achieved.

49. UNDP support to women's empowerment and gender equality comprises primarily the engagement profiles of awareness raising and advocacy (40%), followed by budgeting, national planning and policy support (37%), and implementation (20%).

50. In the area of advocacy and building awareness, in Georgia, UNDP supported the introduction of a financial incentive of 10% additional party financing for parties having at least 20% of women in the lists. A nationwide advocacy campaign on gender discriminatory practices in Eritrea supported by UNDP helped to reduce the practice and incidence of female genital mutilation.

51. In providing policy support to mainstream gender equality, in the Gambia the government passed the National Women's Act, which provides for the equality of women and prohibits discriminatory practices such as female genital mutilation and forced marriages. In Kyrgyzstan, the development of gender-responsive amendments to the Electoral Code and Court System led to the approval of gender quotas in electoral committees and the court system, as well as the prohibition of gender-discriminative language in electoral campaigns for parliamentary and presidential candidates. In Afghanistan, a UNDP-supported project was officially incorporated into the Ministry of Justice and reviewed and revised 43 laws pertaining to social, civil and economic rights to include revisions to the Civil Code and the Family Law that strengthened the legal standing of women. This included budget allocations for line ministries based on the needs of women and girls as well as men and boys.

Figure 5: GOV 2.8
Number of Country Outcomes Showing Positive Results by Key Output Areas

52. Strengthening government policies and institutions in mainstreaming gender equality and women's empowerment remains an ongoing challenge. The Afghanistan ADR (2009) noted that without full gender mainstreaming in its own work, it is questionable whether "UNDP can effectively work to mainstream gender within the government." The UK Multilateral Aid Review (2011) notes that while "there is strong leadership and there are good incentive mechanisms on gender, but strengthened delivery depends on continued effort and building skills across the organisation." To address this, UNDP support to gender equality in Afghanistan is addressed in two ways: through gender-focused projects that help build national capacity to address gender inequality and promote women's human rights; and by ensuring that related issues of gender inequality are considered in all of UNDP Afghanistan programme and projects (Afghanistan ADR, 2009). In Jamaica, recommendations included integrating gender issues during project conceptualisation, raising the capacity of the country office with respect to gender aspects of the portfolio, and sharing gender approaches and effects of UNDP projects more broadly (Jamaica ADR, 2011).

CPR 3.4 - National and local institutions have the capacity to respond to gender-based violence and to increase women's civic engagement, participation and leadership in crisis prevention, ongoing crisis and post-crisis settings.
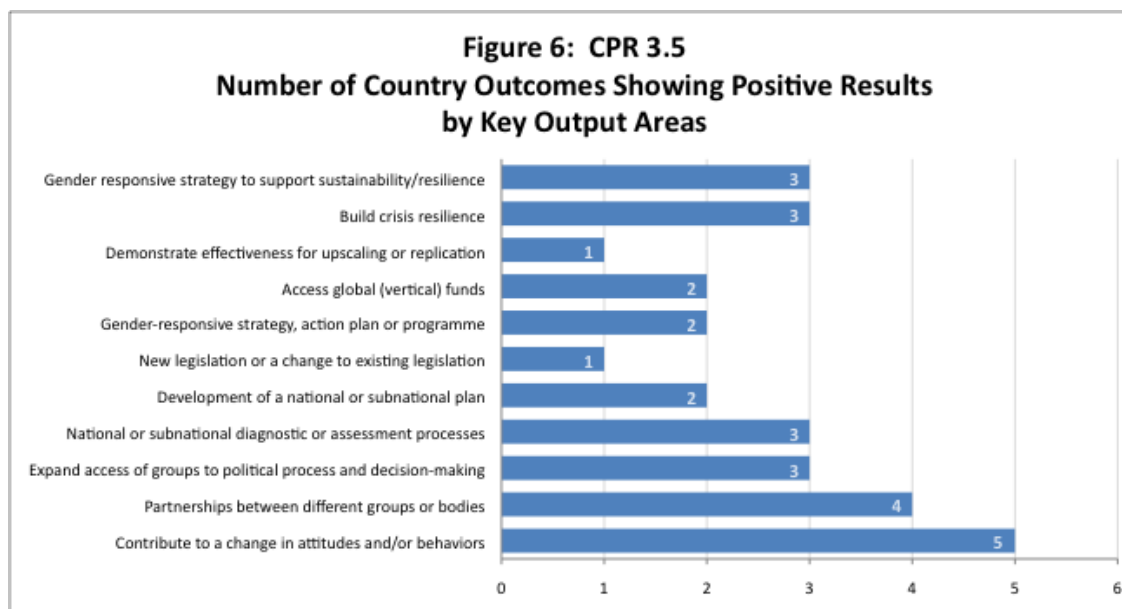
53. Since 2008, only one country has reported under this outcome (Pakistan, 2010 and 2011), highlighting the integration of these efforts into other outcomes (notably GOV 2.6 and GOV 2.8). Therefore results reported and examples are reflected in GOV 2.6 and GOV 2.8 (above) and from country examples reported under other outcomes.

54. In Somalia, a Sexual Assault and Referral Centre was established at Hargeisa Central Hospital, which combined the provision of medical and legal services for SGBV survivors. It was also through the SARC that clan elders referred SGBV cases to formal courts, contributing in part to a 44 percent increase in sexual violence cases reaching the formal courts in 2010 from the year before. Building on its positive experience with referral systems on SGBV cases in Hargeisa, UNDP duplicated efforts in Burao, the second largest city in Somaliland, and a similar initiative in the area of sexual assault referral center is now underway in Burundi with UNDP's support. In Albania following the enactment of the Domestic Violence Law in 2010, UNDP supported three pilot municipalities in building their referral systems for domestic violence, eliminating the need to go to multiple agencies in seeking assistance. Cases are managed by a multi-disciplinary team and scattered information has been replaced by unified data collection, leading to increased reporting rates. Albania passed legislation in 2011 making this the normative model for all local government units.

55. Raising awareness is a critical element in altering perceptions and behaviors associated with or leading to gender-based violence, and communicating on available resources to and rights of the victims. More than 65,000 youth in India, China, and Indonesia were exposed to positive GBV prevention messages through social media. In Timor-Leste, UNDP's advocacy efforts to enhance awareness among communities on the Law on Prevention of Domestic violence have resulted in the number of registered complaints by women increasing from 17% in 2010 to 26% in 2011. In Niger, support to conflict prevention gave a "voice" through a participatory needs analysis to many young women in remote areas and areas vulnerable to conflicts. Over 70% of the pilot projects were directed in support of 1,500 women in the rural areas affected by crisis, conflict and extreme poverty. Under the leadership of the communities and in partnership with national and international NGOs, 160 women groups were provided with grants to carry out income-generating activities and rehabilitate health facilities providing maternal and infant care.

56. Direct and targeted interventions against gender-based violence and towards greater female empowerment are especially important in post-conflict contexts where women can also serve as catalysts for reconstruction and reconciliation efforts. The N-Peace network has been successful in defining needs and priorities of women in post-conflict settings by forging partnerships and extending support to CSOs and grassroots organisations, specifically in Sri Lanka, Timor-Leste, Indonesia and Nepal. The network reached over 25,000 people and profiled 25 eminent women peace builders and provided a dialogue platform for different stakeholders across these four countries to engage on topics related to women, peace and security. In Papua New Guinea, UNDP helped empower women leaders and youth to engage in the peace process, contributing to a long-awaited ceasefire and peace agreement.

57. While "UNDP has adopted significant policy measures to further gender equality in crisis-related programming," the 2010 Evaluation of UNDP Contribution to Disaster Prevention and Recovery finds that "gender policies have not been systematically implemented." The evaluation notes progress in this area (notably the Eight-Point Agenda), "success has been limited when it comes to contributing to a more coherent approach to integrating gender-related concerns in policy and government programming."

CPR 3.5 - National and local institutions have the capacity to deliver improved justice and security, including safeguarding citizen security, in conflict-affected settings

58. Based on the agreed indicators for this outcome, 5 of the 7 countries being supported by UNDP have adopted an initiative to increase the number of properly processed justice cases, all of which have been implemented and have seen an increase in cases processed with due diligence. In 2 of 7 countries a new or revised policy or programme on the prevention of armed violence or citizen security has been adopted, and in both cases there is evidence of progress.

59. UNDP contributions focus on rapidly re-establishing justice and security services in the aftermath of crisis; building national capacity to improve the responsiveness and accountability of justice and security institutions; and supporting community empowerment and citizen security with a focus on women's security and access to justice. UNDP tailors its support specifically to each unique country context and national capacities, realising that progress requires sustained investment over a number of years. A key feature of UNDP contributions to this outcome has been coordinated engagement of national justice and security sector actors, NGOs, paralegals and other service providers, as well as an emphasis on strong partnerships with other international actors as a fundamental basis for both ensuring long-term sustainability and ensuring the whole investigative and penal chain functions effectively to improve justice and protect citizen security.
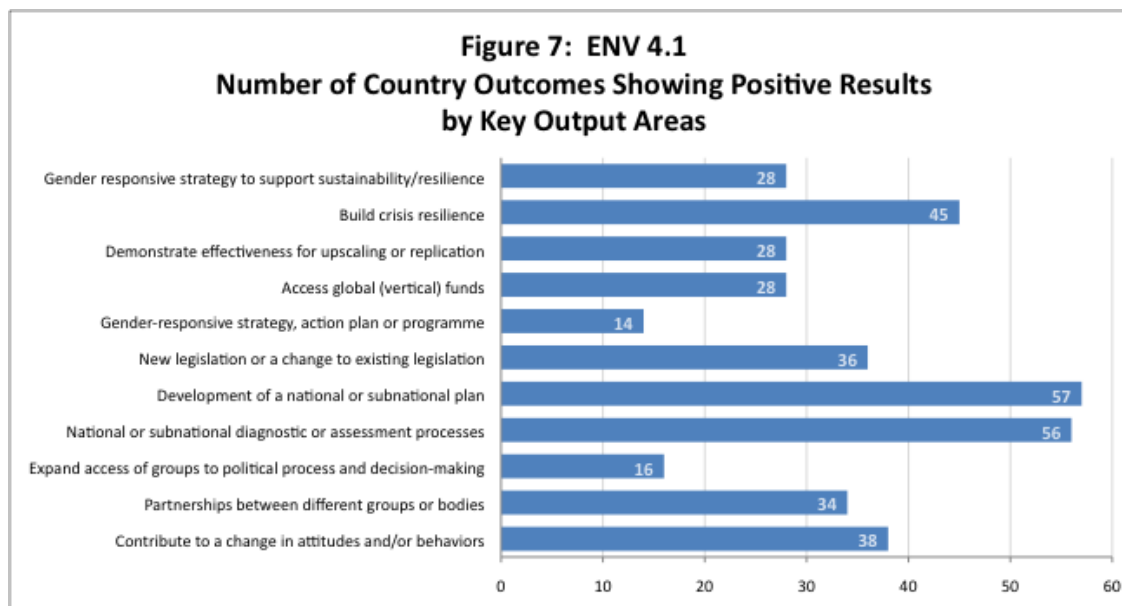
Figure 6: CPR 3.5
Number of Country Outcomes Showing Positive Results by Key Output Areas

Key Output Area	Number
Gender responsive strategy to support sustainability/resilience	3
Build crisis resilience	3
Demonstrate effectiveness for upscaling or replication	1
Access global (vertical) funds	2
Gender-responsive strategy, action plan or programme	2
New legislation or a change to existing legislation	1
Development of a national or subnational plan	2
National or subnational diagnostic or assessment processes	3
Expand access of groups to political process and decision-making	3
Partnerships between different groups or bodies	4
Contribute to a change in attitudes and/or behaviors	5

60. Positive results are observed in expanding the coverage and means of justice services and thus citizens' access in several conflict-affected countries. In the Central African Republic, mobile courts concluded 278 percent more cases that in the previous year and reached areas that previously had no access to the justice system. In Guinea- Bissau, new legal assistance centres with mobile legal aid capacities were established in 3 regions providing increased access to justice to a population of approximately 500,000 people. Within the first three months of their establishment a broad range of legal services were provided to an estimated 20,000 people, with 800 cases heard. Through UNDP support, the Gambia contributed to a significant reduction in the backlog of cases in the Magistrates Courts (1420 cases addressed within 6 months). The office supported the establishment of the Alternative Dispute Resolution Secretariat (ADRS) and that of National Agency for Legal Aid (NALA). In addition, mobile legal aid personnel and mediators have been equipped with motorbikes so that they can reach inaccessible parts where legal aid and alternative dispute resolution are being piloted.

61. UNDP's approach to citizen security and armed violence reduction advocates a methodology that simultaneously works to enhance community level security while supporting effective national frameworks. El Salvador has enhanced the ability of its local authorities to design citizen security and social cohesion plans that extend the reach of law enforcement, improve response to criminal incidents and include close cooperation with civil society and communities. The implementation of 'gun free zones' in 20 of El Salvador's most violent municipalities has resulted in a 12% reduction in homicides, 40% reduction in injuries, 21% increase in the seizure of weapons and a 7% increase in theft reports. In one of 30 municipalities to which this initiative was extended a 40% reduction in homicides was recorded during the implementation of the project in 2011.

62. In Nicaragua, UNDP supported a conflict resolution project through multi-sectoral approach services across eighteen new Inter-institutional Commissions, which conducted 36,000 mediations in 2011, in order to unburden the judiciary system. Close engagement with state institutions provided a platform to consolidate good practices and inform national policies, as in the case of the development of a national policy on citizen security in Honduras. At the moment of independence, Timor-Leste was a country with virtually no domestic legal or judicial capacity, requiring international staff to perform judicial functions and administer institutions. Now, a decade following sustained investment in gradually building national capacity, the justice system is nationally-led and staffed by Timorese judges, prosecutors and public defenders that have been trained in the UNDP-supported legal training center in Dili.

63. Provision of holistic yet context-specific assistance remains a challenge for UNDP – in particular with regard to ensuring a balanced approach to justice and security sector support. In reviewing UNDP's contributions to justice and security, the Jamaica ADR (2011) notes UNDP "efforts to engage a wide cross section of stakeholder groups in its implementation has contributed to the good results."

ENV 4.1 - Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development

64. Based on the agreed indicators for this outcome, 85 of the 108 countries being supported by UNDP have integrated environmental and climate change considerations into national or sub-national development plans and programmes, of which 41 demonstrated evidence that outcomes are being reached. Initiatives to increase access to renewable and clean energy to the poor and vulnerable have been adopted in 56 countries, of which 40 have demonstrated increased access.

Figure 7: ENV 4.1
Number of Country Outcomes Showing Positive Results by Key Output Areas

Key Output Area	Value
Gender responsive strategy to support sustainability/resilience	28
Build crisis resilience	45
Demonstrate effectiveness for upscaling or replication	28
Access global (vertical) funds	28
Gender-responsive strategy, action plan or programme	14
New legislation or a change to existing legislation	36
Development of a national or subnational plan	57
National or subnational diagnostic or assessment processes	56
Expand access of groups to political process and decision-making	16
Partnerships between different groups or bodies	34
Contribute to a change in attitudes and/or behaviors	38

65. This outcome focuses on mainstreaming to promote access to energy and water for underserved populations, natural resource management and chemical and waste management, not to mention climate change. In response, UNDP is providing a range of support, with a primary engagement profile covering assessment, planning, policy development, and legislation.

66. UNDP supported the Government of Ethiopia to develop a low-emission, climate-resilient development strategy which is integrated into the National Growth and Transformation Plan as a central component thereby ensuring that climate change is addressed as an integral part of the country's broader development strategy. In Cuba, UNDP contributed to enhance the capacity of a variety of stakeholders from local governments, productive sectors, scientists and communities for the management of protected areas, resulting in the approval of 27 new protected areas, reaching a total of 80 at the
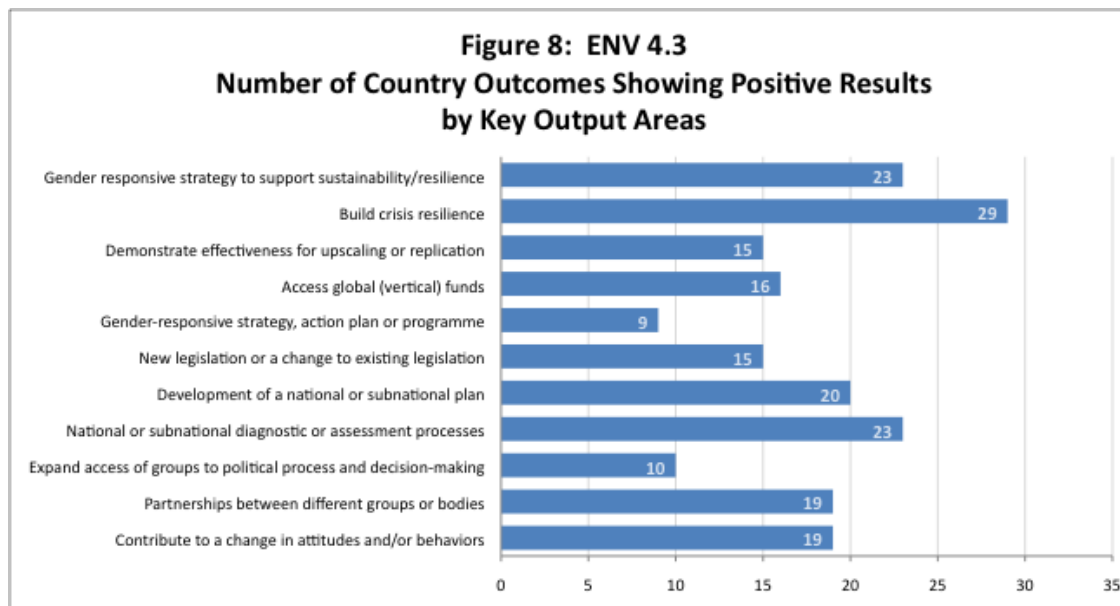
country level. In Mexico, as a result of the intensive collaboration between the Congress and UNDP on Climate Change, UNDP developed relevant inputs and provided support in the consensus building process, that have contributed to the drafting of a comprehensive bill on Climate Change passed by the Senate. UNDP further provided support to the National Adaptation Policy Instrument which outlines a way forward for institutional capacity development and defines concrete sectoral goals for the country's long-term sustainable development.

67. Contributions to improved land management and use in the Dominican Republic focused on 600,000 people living in the driest, poorest and most populated municipalities. Fighting against desertification and drought in the area helped reduce erosion by 26% and provided funding to over 800 women micro enterprises between 2006 and 2011. To maintain land-based ecosystem integrity UNDP promotes sustainable land management with a total portfolio of US$ 122 million of GEF grant financing and US$ 458 million in co-financing. Collectively these programmes are estimated to cover over 19 million ha, and reach over 300,000 land users.

68. Ukraine MDG-Carbon facility project introduced modern waste management system in Lugansk, situated on a three million tonnes of waste landfill. Using market-based mechanisms of the Kyoto Protocol allows the purchasing of carbon credits from developing country projects that led to a reduction in greenhouse-gas emissions by approximately 125,000 tons.

69. An area for improvement in this outcome is further mainstreaming of environment through cross-practice coordination and integration. The 2010 Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction notes that UNDP must "encourage cross-practice cooperation, recognising that achieving results often requires integration and joint programming between focus areas." The Thailand ADR (2011) notes the value of integration, as UNDP's efforts "resulted in a strategic framework and governance structure that mainstreamed climate change issues in policies and measures in non-environment ministries." The "mainstreaming environment" agenda will be strengthened as part of a broader agenda for poverty reduction and development linking social, gender and economic equity issues. Environmental and climate considerations will need to continue to be mainstreamed into national and sub-national planning, programming and project work.

70. Biodiversity and ecosystems management interventions are an integral part of food, nutrition and poverty concerns. Improved biodiversity and ecosystems management in 140 countries helped governments and communities establish 67 new protected areas covering over 8.8 million hectares. 109 countries worked with UNDP to implement international waters projects, many of which concentrate on marine and coastal biodiversity. 25 countries safeguarded 403 metric tons and disposed of 863 metric tons of dangerous chemicals. With the biodiversity and other multilateral environmental conventions and support role played by UNDP, this agenda is proving to be strongly demand-driven at country level.

ENV 4.3 - National and local governments and communities have the capacity to adapt to climate change and make inclusive and sustainable environment & energy decisions benefitting in particular under-served populations

71. Based on the agreed indicators for this outcome, 34 of the 36 countries being supported by UNDP have adopted policies or strategies for improved sustainable energy services, of which 25 have been implemented and 17 demonstrated evidence that outcomes are being reached. Initiatives to overcome market or institutional barriers to climate change adaptation have been adopted by 29 countries, of which 22 have been implemented and 17 demonstrated evidence that objectives are being achieved.

72. The 20 countries participating in the UNDP supported Africa Adaptation Programme (AAP) established national institutions to address climate change in a programmatic manner. Climate change legislations were approved and new climate financing was secured as a result of AAP's efforts in about half the countries using 8,000 experts trained in climate change adaptation and gender issues. 34 countries have adopted initiatives to overcome market or institutional barriers to climate change adaptation while 15 countries completed national investment assessments required for priority mitigation and/or adaptation measures in key sectors. 5 countries undertook a climate change screening of national development plans and sector policies. In addition, UNDP provided on-demand policy guidance and capacity building through national policy officers in 26 low-income countries, including 23 LDCs, via the Boots on the Ground programme. In 2011, 41 countries worked with UNDP to implement 30 GEF financed climate change adaptation programmes and projects.

Figure 8: ENV 4.3
Number of Country Outcomes Showing Positive Results by Key Output Areas

Key Output Area	Number
Gender responsive strategy to support sustainability/resilience	23
Build crisis resilience	29
Demonstrate effectiveness for upscaling or replication	15
Access global (vertical) funds	16
Gender-responsive strategy, action plan or programme	9
New legislation or a change to existing legislation	15
Development of a national or subnational plan	20
National or subnational diagnostic or assessment processes	23
Expand access of groups to political process and decision-making	10
Partnerships between different groups or bodies	19
Contribute to a change in attitudes and/or behaviors	19

73. Uruguay became the first country in South America to implement on-grid renewable micro-generation through a feed-in-tariff scheme specifically developed for micro and small renewable energy sources. The Uruguay Wind Energy Program was instrumental in the creation of laws that encourage wind energy and other renewable energy, and in the installation of a 20MW wind farm and private sector investment in large-scale wind energy technologies, resulting in an increase in annual wind energy production from 1380MWh in 2007 to 123.23GWh in 2011. In Argentina, UNDP contributed to the establishment of a national inter-ministerial climate change platform composed of high level ministry representatives, ensuring an appropriate level of policy involvement and providing a strategic decision making tool for climate change related issues. This platform served as a framework to develop the National Climate Change strategy.

74. The correlation between climate change and the rising frequency and intensity of natural disasters is increasingly being recognised by governments in Asia-Pacific and has been reflected in their climate change strategies and National Adaptation Program of Action. In 2011, 10 countries were assisted in accessing global climate change funds, much of this funding destined to address climate induced natural disasters such as floods and tropical cyclones. In the Hindu Kush Himalayan region UNDP assisted Bhutan, Nepal and Pakistan in reducing the risks from Glacial Lake Outburst Floods and regional knowledge exchange enables the replication of effective disaster risk reduction measures and adaptation to climate change in other countries facing similar climate change-induced risks.

75. UNDP supported local delivery of water supply and sanitation services through community-based initiatives in over 22 countries. In Turkey, the main supply pipeline of the Saray Municipality, located just next to the capital city Ankara, was fractured and leaked frequently, causing an average loss of 50,000 tons of water per annum. Furthermore, due to the earth infiltration, the quality of the water had been compromised. UNDP supported the renewal of the main water supply artery, providing access to safe drinking water for 15,000 inhabitants and completing actions with awareness campaigns educating the public about responsible use of water resources.

76. In 2011, the GEF/UNDP Small Grants Programme supported more than 500 new community based projects across its 122 countries, and continued supervision and support to 4,400 projects currently under execution by NGOs and Community Based Organisations. The projects relate to biodiversity climate change, land degradation, international waters and chemicals, thus promoting sustainable livelihoods for communities around the world while providing replicable pilot experiences and inputs for policy development. In parallel, UNDP is working with the GEF/SGP on a Community-Based Adaptation to Climate Change Project, to pilot 90-100 community driven climate risk management projects in 10 countries.

77. Capturing and sharing of lessons and experiences is an area where UNDP can improve. The 2010 Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction recommended, "UNDP needs to learn from good practices and replicate successes." One example of improvement in this area is the international network for capacity building in integrated water resources management, Cap-Net, where UNDP is strengthening capacity building networks, developing and sharing tools and training materials, and sharing and exchanging experiences to support local capacity development across a number of countries. Cap-Net is a partnership of over 20 autonomous regional and national capacity building networks and three thematic networks linking more than 300 capacity building institutions and knowledge centers across the world.

(b) Development results framework indicators

78. The following sections report on the development results framework indicators as revised in the Mid-Term Review of the Strategic Plan (2011):

Indicator 1: Number of programme countries requesting and receiving UNDP support for each of the outcomes

Indicator 2: Degree to which UNDP programmes and projects are strategically aligned with the stated outcome

Indicator 3: Findings and Recommendations of Independent evaluations and surveys related to the UNDP contribution to the respective outcome

Indicator 4: Number of country offices that report contribution to development change in the area supported

i.   **Indicator 1**

Table 2: Number of Programme Countries Requesting and Receiving UNDP Support in 2011[1].

Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support									
	Total Number of Programme Countries[2]	% of total[3]	Number of LDC Countries[4]	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of NCC Countries	% of total NCC
Focus area 1: Achieving the MDGs and reducing human poverty										
1.1. National and local institutions have the capacities to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDGs and related national development priorities	131	83%	42	86%	56	88%	61	86%	14	64%
1.2. Macroeconomic policies promote inclusive growth and support economic and social equity and resilience, empowerment, employment and social protection of vulnerable and marginalised groups	19	12%	4	8%	6	9%	11	15%	2	9%
1.3. Policies, strategies and partnerships established to promote public-private sector collaboration and market development that benefit the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal	36	23%	10	20%	17	27%	14	20%	5	23%
1.4. Strengthen national capacities to negotiate and manage development finance, including aid and debt.	2	1%	1	2%	1	2%	1	1%	0	0%
1.5. Strengthen country capacity to understand and influence the linkage of poverty, human rights, gender	9	6%	3	6%	7	11%	2	3%	0	0%

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[1]   This table reflects demand and support for strategic plan outcomes as reported through UNDP's results-based management platform. Any differences between the figures in this table and those provided elsewhere are due to two main factors: (a) this table only includes results reported at country level, whereas other sections in this report may also include activity in global and regional programmes; and (b) cross-reporting of programme activities wherein the tables show only those countries reporting against one outcome area whereas analysis in the body of the report may include results cutting across focus areas.

[2]   Sub-totals and totals for number of programme countries supporting outcomes are adjusted to avoid double counting of programme countries supporting more than one outcome.
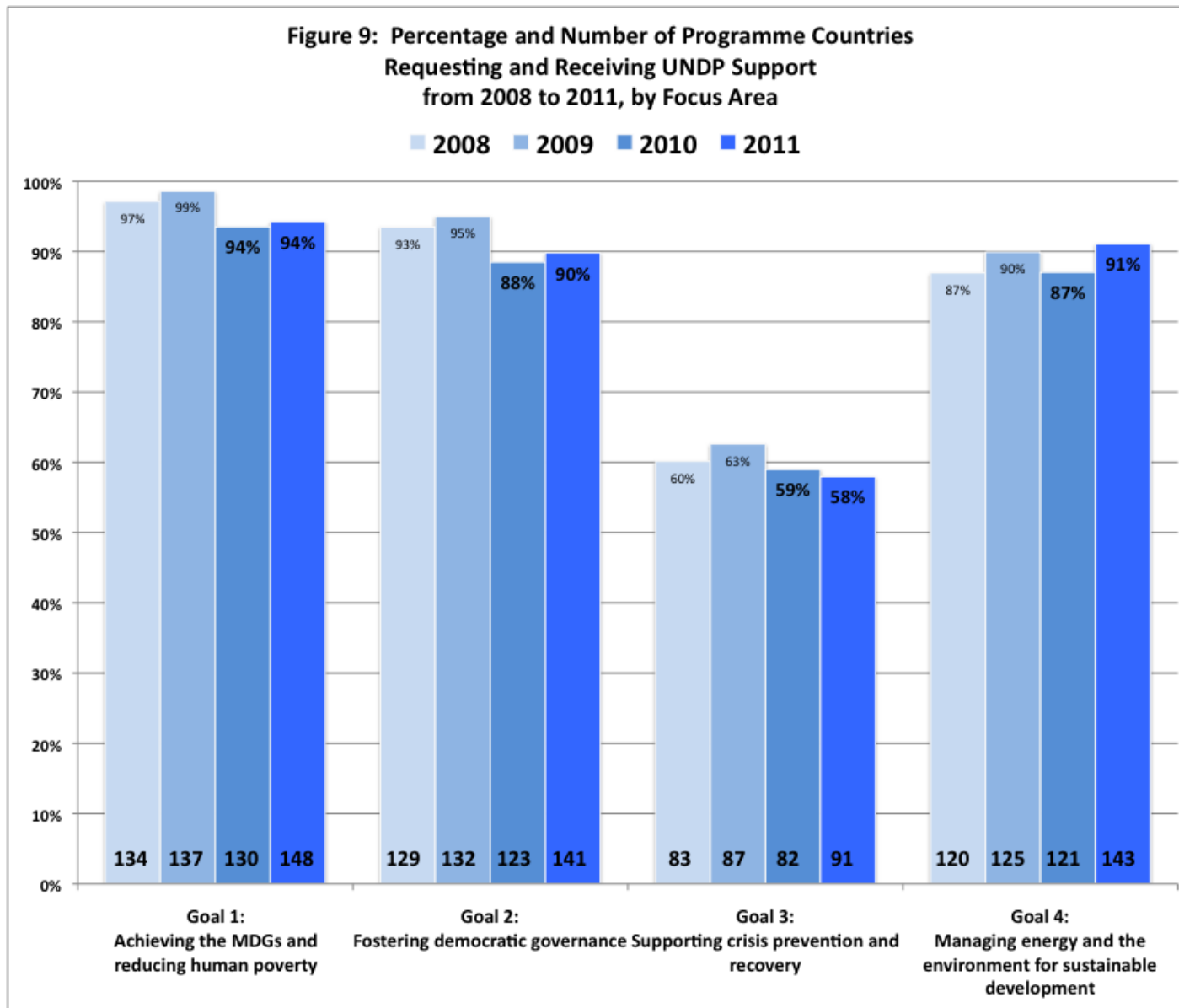
[3]   Total number of programme countries for 2011 plus Programme for Assistance to the Palestinian People (PAPP) for is 156. This is an increase from 139 countries in 2010, but does not indicate that UNDP is working with a different number of countries. This increase is a result of our ability to now extract information with more granularity, on a per country basis; we can now extract data for each country within the same programme (e.g., individual countries within the country programmes of Samoa, Fiji, Barbados, etc).

[4]   Total number of LDCs in 2011 is 49, as defined by the UN Office of the High Representative for LDCs, Landlocked Developing Countries, and Small Island Developing States.
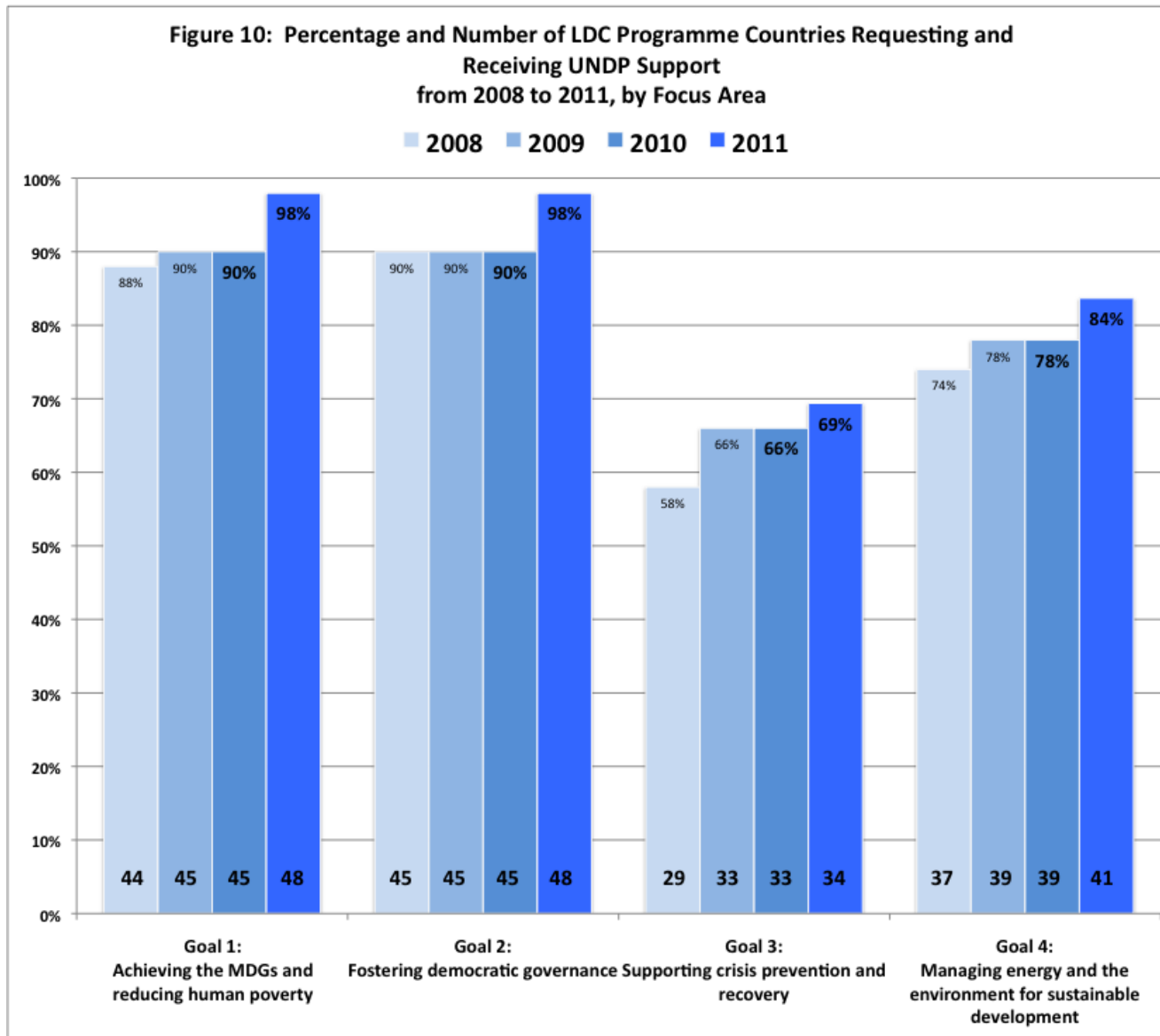
Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support									
	Total Number of Programme Countries[2]	% of total[3]	Number of LDC Countries[4]	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of NCC Countries	% of total NCC
inequality and governance with HIV/AIDS										
1.6. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes	25	16%	13	27%	14	22%	9	13%	2	9%
1.7. Strengthened national capacities for implementation of AIDS funds and programmes financed through multilateral funding initiatives, including the Global Fund to fight AIDS, Tuberculosis, and Malaria	16	10%	10	20%	11	17%	5	7%	0	0%
Unit-defined outcomes	15	10%	3	6%	5	8%	6	8%	4	18%
Focus area 1 total	**148**	**95%**	**48**	**98%**	**63**	**98%**	**69**	**97%**	**16**	**76%**
Focus area 2: Fostering democratic governance										
2.1. Civil society, including civil society organisations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	22	14%	8	16%	11	17%	9	13%	2	9%
2.2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	20	13%	8	16%	12	19%	6	8%	2	9%
2.3. Access to information policies support accountability and transparency	10	6%	3	6%	3	5%	6	8%	1	5%
2.4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	83	53%	33	67%	41	64%	36	51%	6	27%
2.5. Legislatures, regional elected bodies and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	32	20%	15	31%	15	23%	14	20%	3	14%
2.6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	32	20%	14	29%	19	30%	12	17%	1	5%

Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support									
	Total Number of Programme Countries[2]	% of total[3]	Number of LDC Countries[4]	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of NCC Countries	% of total NCC
2.7. Strengthened capacities of human rights institutions	35	22%	10	20%	13	20%	20	28%	2	9%
2.8. Strengthened national-, regional- and local-level capacity to mainstream gender equality and women's empowerment in government policies and institutions	30	19%	14	29%	18	28%	9	13%	3	14%
2.9. Strengthened national-, regional- and local-level capacity to implement anti-corruption activities	9	6%	1	2%	3	5%	4	6%	2	9%
Unit-defined outcomes	32	20%	8	16%	14	22%	11	15%	7	32%
Focus area 2 total	**141**	**90%**	**48**	**98%**	**62**	**97%**	**65**	**92%**	**14**	**67%**
Focus area 3: Supporting crisis prevention and recovery										
3.1. National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters on vulnerable communities	62	39%	21	43%	29	45%	30	42%	3	14%
3.2. National and local institutions have the capacities to prevent, reduce and mitigate the impact of conflict in countries at risk of conflict	10	6%	4	8%	6	9%	4	6%	0	0%
3.3. National and local institutions have the capacities to fulfill key functions of government in early post-crisis situations for recovery	16	10%	7	14%	10	16%	4	6%	2	9%
3.4. National and local institutions have the capacity to respond to gender-based violence and to increase women's civic engagement, participation and leadership in crisis prevention, ongoing crisis and post-crisis contexts	1	1%	0	0%	1	2%	0	0%	0	0%
3.5. National and local institutions have the capacity to deliver improved justice and security in conflict and post-conflict and fragile settings	6	4%	3	6%	5	8%	0	0%	1	5%
3.6. Livelihoods and economic recovery programmes, including infrastructure restoration, generate employment and sustainable income earning opportunities for crisis affected communities	16	10%	8	16%	11	17%	3	4%	2	9%
Unit-defined outcomes	7	4%	3	6%	4	6%	2	3%	1	5%
Focus area 3 total	**91**	**58%**	**34**	**69%**	**49**	**77%**	**35**	**49%**	**7**	**33%**
Focus area 4: Managing energy and the environment for sustainable development										
4.1. National and local governments have the capacity to mainstream environment into development plans and	107	68%	26	53%	32	50%	57	80%	18	82%

Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support									
	Total Number of Programme Countries[2]	% of total[3]	Number of LDC Countries[4]	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of NCC Countries	% of total NCC
programmes using less carbon intensive patterns of production and consumption										
4.2. Local and national authorities better equipped to access and integrate multiple sources of public and private environmental financing in support of pro-poor growth, gender equality and MDG achievement	3	2%	1	2%	1	2%	2	3%	0	0%
4.3. National and local governments and communities have the capacities to adapt to climate change through the sustainable provision of energy services and related pro-poor policy and investment decisions	50	32%	19	39%	23	36%	23	32%	4	18%
Unit-defined outcomes	16	10%	3	6%	5	8%	8	11%	3	14%
Focus area 4 total	**143**	**92%**	**41**	**84%**	**54**	**84%**	**69**	**97%**	**20**	**95%**

Figure 9: Percentage and Number of Programme Countries Requesting and Receiving UNDP Support from 2008 to 2011, by Focus Area

In prior years the number of programme countries requesting and receiving services was approximated based on the number of UNDP country offices, which resulted in under-reporting due to a number of multi-country offices. As of 2011 our systems track programme countries individually, resulting in a higher absolute count of programme countries served while at he same time showing lower percentage numbers in each focus area.

Figure 10: Percentage and Number of LDC Programme Countries Requesting and Receiving UNDP Support from 2008 to 2011, by Focus Area

ii.   Indicator 2

79. An independent analysis of 2011 data was conducted to determine the degree to which UNDP programmes and projects align with corporate outcomes. This effort followed the methodology used in the 2010 annual report to analyse alignment of 2009 data. The analysis sample included data from 59 countries with country programmes beginning in 2011 and 2012. These country programmes encompassed a total of 325 programme outcomes and 2,234 projects.

80. Alignment was measured by an independent consultant based on a comparison of country programme outcomes articulated in the results frameworks of country programme documents, and programme outcomes as defined and linked to corporate outcomes in the UNDP results-based management system. Alignment was therefore measured based on the consistency and similarity of outcome statements articulated in country programme documents, and programme outcome statements articulated in the results-based management system. To determine the degree of alignment, each programme outcome in the sample was reviewed for strength of alignment to the corporate outcome it was linked with in the UNDP results-based management system. As in the 2010 analysis, strength of alignment was recorded based on three levels: Strong, Partial, and Limited. Outcomes with Strong alignment were identical or virtually identical, Partial alignment identified some level of consistency between the outcomes, and Limited alignment identified no area of consistency between the outcomes.

Figure 11: Degree of Alignment of Country Programme Outcomes to Corporate Outcomes

81. As illustrated in Figure 11, for all 325 country programme outcomes in the data sample, 83% had Strong alignment with corporate outcomes, 10% had Partial alignment, and 7% had Limited alignment. These numbers show improvement from the 2010 analysis, which found 72% Strong alignment, 17% Partial alignment, and 11% Limited alignment. For the outcomes with Limited alignment, alternative corporate outcomes were identified during the analysis to address the incorrect links.

82. In 2011, a modification of the UNDP results-based management system allowed each country programme outcome to be aligned to a primary as well as an optional secondary corporate outcome. In 2011, 44% of all outcomes had optional secondary links, and an additional 11% were found through the alignment analysis to be candidates for tertiary links. These results compare directly with the 2009 analysis, which found that 56% of all outcomes were candidates for secondary and tertiary alignment.

Figure 12: Degree of Alignment of Country Programme Outcomes to Corporate Outcomes by Focus Area

■ Strong ■ Partial ■ Limited

	Strong	Partial	Limited
Poverty	80%	11%	10%
Governance	85%	11%	5%
Crisis	81%	15%	4%
Environment	94%	6%	0%

Figure 13: Degree of Alignment of Country Programme Outcomes to Corporate Outcomes by Region

■ Strong ■ Partial ■ Limited

	Strong	Partial	Limited
RBLAC	89%	11%	0%
RBEC	75%	18%	7%
RBAS	82%	5%	14%
RBAP	86%	6%	8%
RBA	81%	10%	9%

83. While the current set of 25 corporate outcomes were refined from the original 34 in part to eliminate duplications, because development is multi-practice and multi-objective the outcomes are not entirely mutually exclusive. This presents difficult choices for country offices in determining appropriate links from country programme outcomes to corporate outcomes, and is evident from the analysis in the percentage of misaligned links as well as the high percentage of secondary and tertiary links. This will be an important consideration in the design of the results framework for the next Strategic Plan.

84. In a comparison of the data samples from the alignment analyses of 2009 data and 2011 data, it was found that the average number of programme outcomes per country went down from 8 in 2009 to 6 in 2011. While from a focus perspective this is good news, more analysis is necessary to fully understand what lies behind these figures.
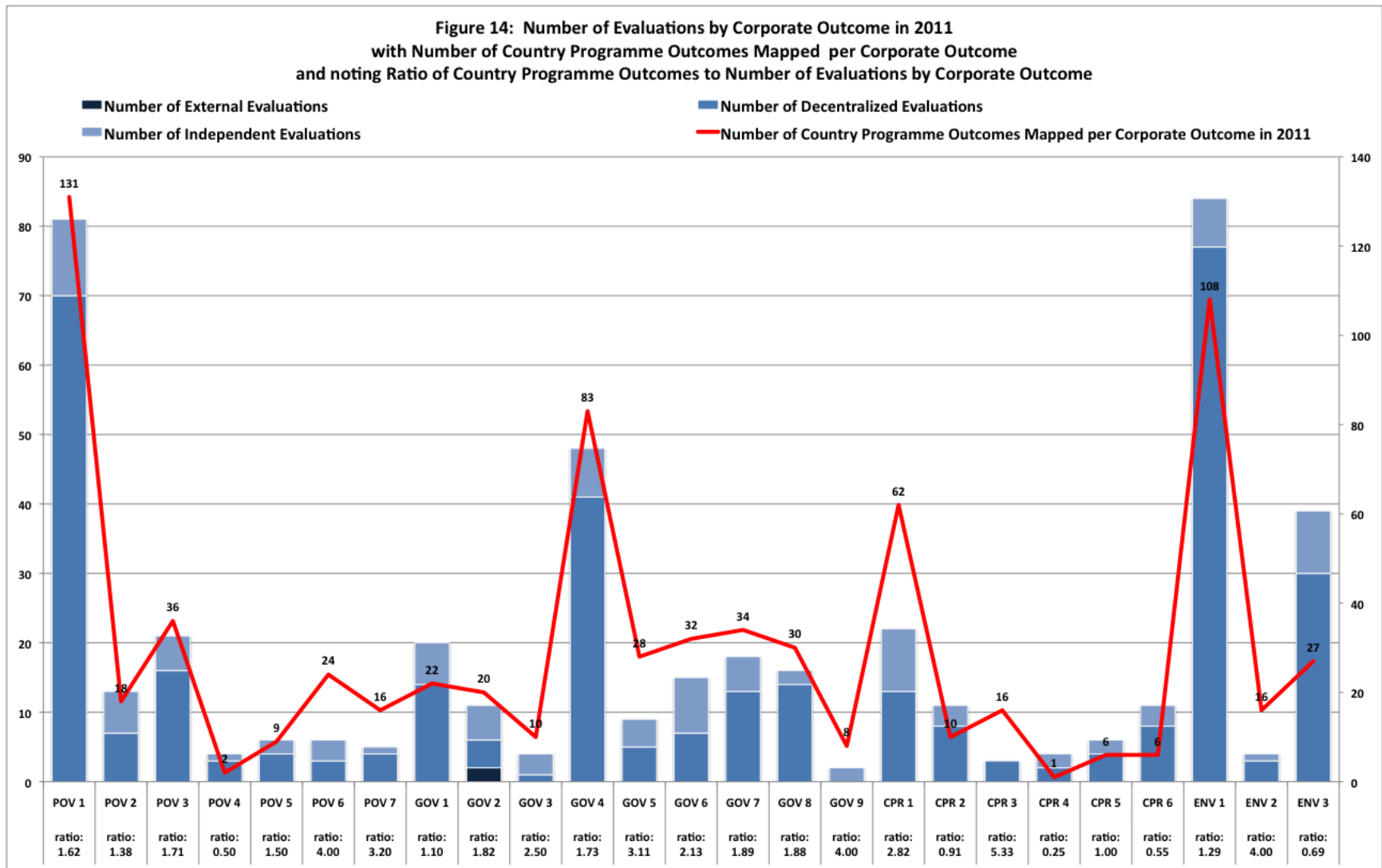
iii. Indicator 3

85. In 2011, the Evaluation Office conducted independent evaluations through Assessments of Development Results (ADR) in the following countries: Costa Rica, Democratic Republic of Congo, Djibouti, India, Liberia, Moldova, Nepal, the Pacific Island Countries (Fiji and Samoa), Papua New Guinea, Sri Lanka, and the United Arab Emirates. The 2011 Annual Report on Evaluation also covers 3 ADRs initiated in 2010 but finalised in 2011: Brazil, Thailand and Tunisia, as well as one ADR due for finalisation in 2012: Egypt. In addition, the Evaluation Office already completed the *Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes* in 2012 and the *Evaluation of UNDP Partnership with Global Funds and Philanthropic Foundations* in 2012. The findings and lessons learned from these two evaluations, which will be presented this year, will be covered in the 2012 Annual report on evaluation. Country ROAR reporting indicates that 400[6] decentralised evaluations were completed or underway in 2011. External evaluations and surveys published in 2011 and early 2012 from DFID, CIDA, Norad, and AusAID were reviewed to analyse common findings and recommendations relating to UNDP contributions. While most of the external evaluations reviewed UNDP collectively across all focus areas, the UK *Evaluation of DFID's Electoral Support through UNDP* published in 2012 addresses a specific UNDP corporate outcome (GOV 2).

86. Figure 14 illustrates the number of evaluations by type mapped to corporate outcomes, and overlays the 2011 number of country programme outcomes mapped for each corporate outcome (a close proxy to the number of countries where that corporate outcome is being addressed, although a country may have more than one programme outcome addressing a corporate outcome). The numbers of evaluations are not unique, in that an evaluation in the figure can map to more than one corporate outcome. The ratio shown along the x-axis in the figure articulates for each corporate outcome the average value (arithmetic mean) of number of country programme outcomes mapped to number of evaluations, and provides an indication of the balance between the numbers of countries where the corporate outcome is being addressed, to number of evaluations conducted. Evaluations are not planned or conducted on this basis, however. This ratio notes, for example with POV 1, that an evaluation addressing that corporate outcome is conducted on average for every 1.61 countries where the corporate outcome is being address. A higher ratio may imply more evaluation coverage may be needed for that corporate outcome, and a lower ratio may imply more than sufficient evaluation coverage is addressing that corporate outcome.

87. As can be seen in Figure 14, in general across corporate outcomes, the number of evaluations tracks with the number of country programme outcomes. Corporate outcomes CPR 3, POV 6, GOV 6, and ENV 2 have high ratios, implying areas for possible focus in future evaluations. However, all of these corporate outcomes have 24 or less countries addressing these areas, therefore they do not represent a large percentage of UNDP country operations globally. Corporate outcomes POV 4, CPR 2, CPR 4, CPR 6, and ENV 3 have ratios less than 1.0, implying areas that may have more evaluation coverage than necessary. However, as with the set of corporate outcomes with high ratios, these corporate outcomes are being addressed in 27 countries or less, indicating they do not represent a significant percentage of UNDP country operations. The three crisis prevention and recovery outcomes in this low ratio set also may indicate the need for regular evaluations to address this important area.

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[6] In the ROAR, evaluation reports that cover multiple outcomes are counted separately for each outcome

Figure 14: Number of Evaluations by Corporate Outcome in 2011
with Number of Country Programme Outcomes Mapped per Corporate Outcome
and noting Ratio of Country Programme Outcomes to Number of Evaluations by Corporate Outcome

88. In 2011, modifications to the ROAR included the ability to capture information from country offices regarding how decentralised evaluation results were used. Country offices noted how evaluations were used through six different usage types. While this self-reported evidence of the use of evaluations is qualitative in nature and varies based on a country's interpretation of "use," evaluations across each focus area were primarily identified as used to increase knowledge sharing and capture lessons learned. To a lesser degree, evaluations were used to influence revisions to results frameworks and

amend to partnership strategies, implying that evaluation findings and recommendations are being used to refine and adjust country-level programming.The Evaluation Office has identified a set of key findings and lessons learned from independent evaluations, which are detailed in the 2011 annual report on evaluation. These are generally consistent with findings and recommendations from external evaluations conducted in 2011 and early 2012.The following paragraphs are the corporate take-away based on the Evaluation Office's analysis, with relevant supporting points from external evaluations and assessments.

89. **UNDP's work has remained relevant to national priorities and development challenges facing the programme countries.** Consistent with the findings from the past ADRs, UNDP is recognised as a valued, respected and key development partner supporting partner governments. UNDP programmes are reported as having been highly relevant to the country's development needs and UNDP is often at the forefront of national strategy development. UNDP has maintained its relevance often under difficult, complex and fluid circumstances, by closely monitoring its operational environment, exploiting its political neutrality, and ensuring that programmes are in alignment with the country's underlying development strategy. CIDA's review of UNDP's development effectiveness found that "In terms of achieving development objectives and expected development results, UNDP programs were found to be effective."

90. **UNDP contribution to the national achievement of MDGs continues, calling further for their integration into a concrete national development strategy.** UNDP has contributed to raising awareness to accelerate the national achievement of MDGs, particularly by supporting governments to develop clearly defined targets and indicators, prepare a detailed costing plan, and produce regularly-issued MDG progress reports. Many ADRs stress the importance of integrating MDGs into concrete national and sub-national development plans, and recommend that UNDP should continue to support governments in doing so by addressing common challenges such as lack of resources, low quality and reliability of national statistics and limited dissemination of MDG reports.

91. **Results are mixed in terms of the effectiveness in achieving intended programme goals, often requiring more prioritisation and strategic decisions in defining programme areas.** The degree to which UNDP has been effective in its programme of work varied across countries, also as with the results of the past ADRs. Some ADRs indicate that UNDP has made significant contributions to development results and demonstrated positive results in most of the programme areas. The reported success factors include, for example, strong leadership in the country office management, committed staff, programme planning that is based on an extensive analysis and contextualisation of critical issues, and close collaboration with governments and other national stakeholders. Other ADRs have identified specific areas of interventions in the programme portfolio that have not yielded expected results, due to, for example, overly ambitious targets given the country's context, UNDP's secondary role in the programme area where other development partners have assumed a more substantive role, and limited financial and human resources at the country office. Regarding the use of evaluations to improve programming quality, a review of UNDP development effectiveness (DE) by CIDA in 2012 found that "UNDP does make systematic use of evaluation findings to improve DE, with many evaluations receiving a detailed management response."

92. **UNDP has been favourably recognised in its response to conflict affected countries, but challenges remain.** The 2011 ADRs included countries, such as Democratic Republic of Congo and Liberia, that have suffered from long-term political instability due to internal conflict or those that have just entered the post-conflict era. Much of the UNDP's work in these countries has focused on assisting governments with critical policy and strategy formulation, intensive capacity development of officials, and facilitating specific peace-building and reconstruction programmes in the affected regions. In many countries, positive results of UNDP's specific interventions have been reported, including its support to local economic and social development and infrastructure. While UNDP is reported as having effectively complemented the government's work for transition, limitations for UNDP have also emerged in some countries, given often weak national institutions and capacities. The AusAID assessment notes that "UNDP's performance in fragile states is uneven," and "UNDP does not always effectively adjust its programmes to the particular challenges of fragile states." Focused senior management performance scans

for SDS countries have been introduced by UNDP since 2011 to address issues of uneven performance and assure concentrated Headquarters support to offices working in particulary complex settings.

93. **Capacity development efforts should be scaled up.** Evaluations indicate that UNDP, through its various programmes, has contributed to developing the capacity of many individuals and institutions at local and central government, at the community level, and also within the UNDP country office. In some countries, however, there is limited evidence that 'institutional' capacity would be developed over time, since the activities tend to be of ad hoc, one-off nature without a long-term strategy or a thorough institutional capacity assessment. Limited practices of sharing and transfer of knowledge and skills among trainees, as well as frequent departures of staff and officials also pose a threat to the development of sustained institutional capacity. CIDA's development effectiveness evaluation found that "factors hindering sustainability that were cited with greater frequency included the absence in some programs of an explicit program phase-out strategy and the lack of integrated sustainability considerations in the early stages of program design." Measures taken to implement the management response of last year's evaluation of UNDP's contributions to national capacity development are designed to address many of these challenges.

94. **Sustainability of development results is often fragile and has not been ensured in many countries due to, among others, limited resources, weak programme strategies and inherent constraints faced by the government.** As often raised in the past ADRs, sustainability is an issue. Evaluations indicate that factors contributing to the limited sustainability of UNDP's interventions include, for example, that: i) resources allocated to a particular programme have been thinly spread among multiple projects, often making it difficult to produce substantive results in the most critical areas; ii) lack of synergies across programmes, where programme efforts are made in isolation, limiting their potentials; iii) government lacks the capacities, resources and ownership required to extend and scale up the programme after and beyond what has already been provided by UNDP; and iv) in the case of conflict countries, securing government involvement in activities can be difficult when the peace process and institutional development are still incomplete. UNDP is analyzing its contributions to sustainability and scaling up more closely to better understand the dynamics and partnership arrangements that have led to good results in successful cases.

95. **UNDP is well positioned to promote UN values, such as gender equality and human rights, and should continue to ensure their integration into programme planning and implementation.** With its comparative advantage of political neutrality, UNDP is often described in the ADRs as an appropriate entity to bring sensitive issues such as gender equality and human rights to national debate and agenda. Evaluations indicate that in some countries, the use of joint programming approach with other UN agencies has further helped UNDP to produce favourable results in promoting those cross-cutting issues (e.g. joint work with UN Women on gender). In other countries, while UNDP is recognised as having committed to addressing the issues, results are not yet materialised due to, for example, lack of a holistic strategy, narrowly-focused activities, and lack of a sense of urgency. As with the past ADR results, the need for a full integration of gender and human rights into UNDP's programme planning and implementation is stressed in the evaluations. CIDA's evaluation found that "UNDP's effectiveness in supporting gender equality is positive," while AusAID noted that "a sound gender policy is credibly applied in programs." DfID's Multilateral Aid Review in 2011 found that "there is strong leadership and there are good incentive mechanisms on gender, but strengthened delivery depends on continued effort and building skills across the organisation."

96. **UNDP's ability to exploit partnerships can determine the degree of programme success.** Evaluations showed varying degrees of success in achieving programme goals, depending on how partnerships and networks have been utilised by UNDP. In some cases, success in the poverty reduction portfolio has been positively linked to UNDP's significant support to the Global Compact Network that has increased engagement of the private sector, as well as its use of an innovative aid coordination mechanism based on a development partnership agreement made between the government and all development partners operating in the country. UNDP has built solid partnership with the government in many countries, often utilising its unique, close access to central coordinating agencies. The extent and depth of its partnerships with other development partners, international donors and CSOs is, however,

reported as still being rather weak, limiting the sustainability and opportunities for scaling up UNDP interventions. The AusAID assessment notes that "UNDP has a major role in enhancing the UN system's collective development impact by coordinating and driving more effective cooperation between UN development agencies."

97. **Strengthening of RBM in UNDP.** Other key issues drawn from the evaluations, including those related to programming, can be summarised as follows: i) UNDP should continue to strengthen its capacity for monitoring and evaluation of all programmes by, for example, establishing a strong M&E unit or focal point in the country office, and sensitising all programme managers to their responsibility in monitoring and reporting of programme results; ii) shortcomings in programme design should be addressed, e.g. ensuring the conduct of a needs assessment prior to developing a programme, programming with a realistic timeframe and an exit strategy, and the identification of risks and assumptions, including counterpart institutional capacity; and iii) synergies within and between UNDP programmes, as well as coordination between operations and programme units, should be enhanced. The AusAID assessment found that the "capacity to assess value for money is limited by the lack of timely and appropriate results data," although "UNDP's improved results based management system and its overall transparency will help to improve value for money and cost effectiveness."

98. **Improvements in programme and management efficiency have been reported in some countries, but generally, efficiency issues remain a challenge.** UNDP has improved its programme and management efficiency in some countries. Examples included the improvement in procurement and disbursement of funds by establishing a dedicated programme support unit in some countries, as well as the enhancement in the monitoring and evaluation function in the country office by setting up the field offices. In some cases, high programme delivery rates were maintained throughout the review period even though the country programme has significantly expanded. In general, however, efficiency has remained a challenge, including delays in procurement and payment disbursements, uneven progress in programme delivery and implementation, complex administrative procedures, and lack of communication with development partners on internal rules and regulations.

iv. Indicator 4

99. As a result of the Mid Term Review, UNDP introduced a fourth reporting indicator at the output level, in the development results framework. The indicator captures the four output dimensions through which UNDP contributes to transformational development change at country level. Our revised tracking and evidence-based results reporting system also allows us to track progress on an annual basis across the entire programme portfolio, differentiating between outcome-level results already achieved, work still in progress (some outcome indicator change but targets not yet achieved), , work that is progressing but for which the outcome-level change is not yet detectable, and work that is progressing at less than expected rates (off-track results).

100. Country offices were asked to identify the primary and, if any, additional dimensions by which they contributed to each outcome in their programmes

Table 3 – Number of Country Outcomes per Output Dimension, by Focus Area

Focus Area	Primary output dimension				Subtotal: # outcomes with reported dimension(s)	Left Blank	Total # country outcomes
	Awareness	Policy	Implementation	Resilience			
Poverty & MDG	54	124	138	14	**330**	23	**353**
Democratic Governance	98	127	67	20	**312**	20	**332**

Crisis Prevention & Recovery	32	21	11	56	**120**	5	**125**
Environment & Energy	24	67	22	64	**177**	8	**185**
Total	**208**	**339**	**238**	**154**	**939**	**56**	**995**

Table 4 – Percentage of Country Outcomes Reporting Each Number of Output Dimensions, per Focus Area

# simultaneous output dimensions	Poverty & MDG	Democratic Governance	Crisis Prevention & Recovery	Environment & Energy	# (%) outcomes with each number of reported dimension(s)
Single output dimension	52%	49%	34%	39%	435 (46%)
Two dimensions	35%	36%	36%	36%	335 (37%)
Three dimensions	8%	10%	17%	16%	106 (11%)
All four dimensions	5%	5%	13%	9%	63 (7%)
Total	**100%**	**100%**	**100%**	**100%**	**939 (100%)**

Table 5 – Primary Output Dimensions by Corporate Outcome

Corporate outcome	Awareness as primary				Policy as primary				Implementation as primary				Resilience as primary				TOTAL
# output dimensions	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities	12	9	1	0	37	39	8	2	45	23	9	5	4	4	0	0	198
Inclusive growth and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of youth, women and vulnerable groups in a sustainable way	2	1	0	0	4	3	1	3	6	2	0	0	0	0	0	0	22
Policies, strategies and partnerships established to enhance public-private sector collaboration and private sector and market development that benefit the poor and ensure that low-income households and small enterprises have access to a broad range of financial and legal services	7	1	0	0	3	1	0	0	8	11	2	1	0	1	1	0	36
Strengthened national capacities to integrate into the global economic system and to negotiate and manage traditional & emerging development finance for inclusive development	0	1	0	0	1	1	0	0	0	0	0	0	1	0	0	0	4
Strengthened capacities to mainstream action into national policies, plans and strategies on the socio-economic causes and consequences of HIV and the linkage to the health MDG	3	0	0	0	1	2	0	1	0	3	0	0	0	0	0	0	10

Annexes to the Annual Report of the Administrator: performance and results for 2011

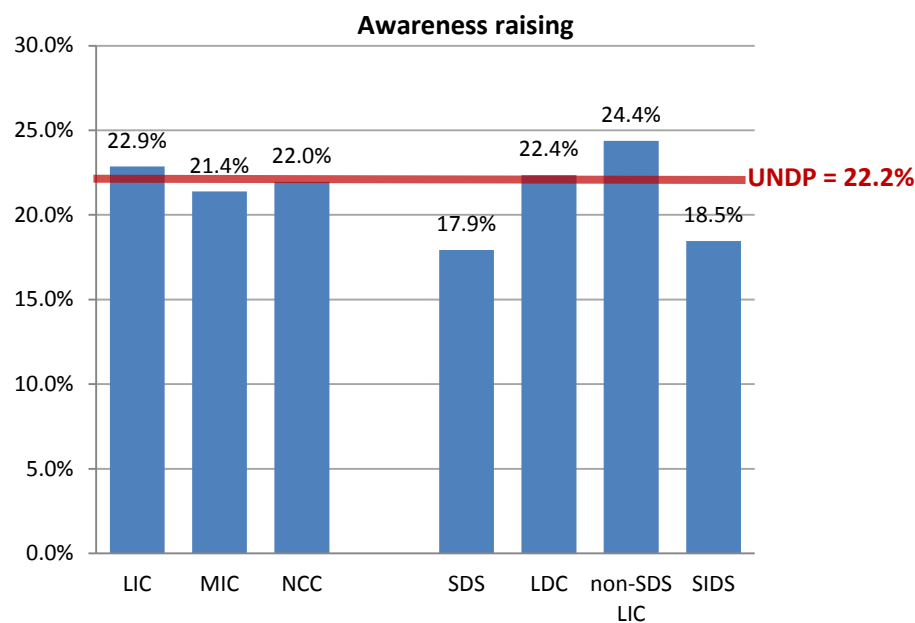|																Total
Strengthened national capacity for inclusive governance and coordination of national HIV responses, and for the protection of human rights of people affected by HIV, including women and other vulnerable groups	6	1	1	0	2	3	1	1	4	0	0	1	0	3	0	0	23
Strengthened national capacities for implementation of HIV funds and programmes, including those financed through multilateral initiatives like the Global Fund to fight AIDS, Tuberculosis, and Malaria	3	1	0	0	2	0	0	0	6	2	0	2	0	0	0	0	16
Poverty & MDG Other	4	0	1	0	6	2	0	0	6	2	0	0	0	0	0	0	21
Total POV	**37**	**14**	**3**	**0**	**56**	**51**	**10**	**7**	**75**	**43**	**11**	**9**	**5**	**8**	**1**	**0**	**330**
Civil society, including civil society organisations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	7	3	1	0	1	1	0	0	4	5	0	0	1	1	0	0	24
Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	5	3	2	1	0	1	2	0	1	1	0	0	2	0	0	1	19
Access to information policies support accountability and transparency	0	0	0	0	3	3	0	0	2	0	1	0	0	0	0	0	9
National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services	7	6	2	2	31	17	5	0	13	9	2	1	3	2	0	0	100
Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	2	5	0	0	6	5	1	1	1	1	1	0	1	0	0	0	24
Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	3	4	1	2	3	4	1	1	1	4	1	1	2	1	1	0	30
Strengthened capacities of national human rights institutions	12	4	0	0	5	7	1	0	1	2	1	0	0	0	0	0	33
Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions	6	3	1	2	4	2	4	1	3	3	0	0	1	0	0	0	30
Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives	2	0	0	0	2	1	0	0	0	0	0	0	1	0	0	0	6
Dem Governance Other	4	7	1	0	7	6	0	1	4	1	2	1	2	1	0	0	37
Total DG	**48**	**35**	**8**	**7**	**62**	**47**	**14**	**4**	**30**	**26**	**8**	**3**	**13**	**5**	**1**	**1**	**312**
National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters, on vulnerable communities	3	1	1	1	1	3	0	1	0	0	0	0	9	6	7	3	36
National and local institutions have the capacities to prevent, reduce and mitigate the impact of conflict	2	2	0	0	0	1	0	0	1	0	0	0	0	2	0	1	9
National and local institutions have the capacities to fulfill key functions of government for recovery in early post-crisis situations	2	1	0	0	0	2	1	0	0	3	0	1	1	4	1	0	16
National and local institutions have the capacity to respond to gender-based violence and to increase women's civic engagement, participation and leadership in crisis prevention, ongoing crisis and post-crisis contexts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
National and local institutions have the capacity to deliver improved justice and security, including safeguarding citizen security, in conflict-affected settings	2	2	0	1	0	1	0	0	0	0	0	0	0	1	0	0	7
Livelihoods and economic recovery generated, including infrastructure restoration, employment and sustainable income earning opportunities for crisis affected communities	0	1	0	0	0	1	2	0	2	0	1	0	1	2	1	3	14
CPR Other	8	2	1	2	3	3	1	1	0	2	0	1	5	3	4	1	37

Total CPR	**17**	**9**	**2**	**4**	**4**	**11**	**4**	**2**	**3**	**5**	**1**	**2**	**16**	**18**	**14**	**8**	**120**
Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development	6	4	2	1	13	22	6	3	7	4	1	0	17	8	6	4	**104**
Local and national authorities have the capacities to access and integrate multiple sources of public and private environmental financing in support of sustainable human development, including gender equality and poverty reduction	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	**3**
National and local governments and communities have the capacities to adapt to climate change and make inclusive and sustainable environment & energy decisions benefitting in particular under-served populations	3	2	3	0	7	2	3	4	2	3	0	0	9	9	5	0	**52**
Environment & Sustainable Development Other	0	2	1	0	1	3	1	1	3	1	0	0	1	1	1	2	**18**
Total EE	**9**	**8**	**6**	**1**	**21**	**28**	**10**	**8**	**12**	**9**	**1**	**0**	**27**	**18**	**12**	**7**	**177**
TOTAL	**111**	**66**	**19**	**12**	**143**	**137**	**38**	**21**	**120**	**83**	**21**	**14**	**61**	**49**	**28**	**16**	**939**

101. **Output profile 1, Awareness Raising, Convening and/or Brokering:** Initiatives under this output dimension represented 11% of the total country-level UNDP programmatic expenditures in 2011. Thirty-three percent of the 208 outcomes in which UNDP contributed primarily via the awareness dimension had policy advisory for planning and budgeting as a secondary output dimension, suggesting that awareness raising, convening and/or brokering had an underlying policy objective. Implementation and resilience were secondary dimensions in 19% and 16% of the cases, respectively. Thematically speaking, 54 (26%) of awareness outcomes were in the poverty and MDGs focus area, 98 (47%) in democratic governance, 32 (15%) in crisis prevention and recovery, and 24 (12%) in environment and energy. Across all focus areas, UNDP aimed to **change attitudes and behaviors** in the general public in 85% of cases, to address gender equalities in 64% of cases, and among particular target groups in 92% of cases, of which 89% were reported successful; aimed to **broker partnerships between groups or bodies around development issues** in 87% of outcomes, of which 90% were successful; and aimed to expand access of specific groups to the political process and decision making in 60% of cases. UNDP's main counterparts when raising awareness, brokering and/or convening are environment, human rights, women's affairs institutions, civil society organisations, justice or interior ministries, and peace and reconciliation commissions. Surprisingly, this was the output dimension having the lowest prevalence of collaboration with other UN entities, with only 60 (29%) cases reported in the 208 outcomes. UN agencies, UN and UNCT were named as partners altogether 35 times, followed, in this order, by WHO, UNEP, ILO, UNICEF, UNAIDS, UNOPS, UNDESA and UNHCR.

102. Some differences emerged when looking at the awareness output dimension across country typologies. A below average percentage of country outcomes in Special Development Situation (SDS) countries (defined as the 16 countries that in 2011 had UN Security Council mandates) and in Small Island Developing States (SIDS) were dedicated to awareness raising, brokering and convening initiatives, while non-SDS LICs was the only typology significantly above the overall UNDP average. Future analysis will be conducted to understand how this correlates with the funding structure of these country typologies, as less brokering/convening seems, at first inspection, to be associated with a more concentrated structure (for SDS, mostly donor resources, and for SIDS, mostly vertical funds – particularly GEF, while for non-SDS LICs the funding structure is more fragmented).

Figure 15 – Percentage of Country Outcomes Addressing the Awareness Raising Output Dimension, by Typology

Awareness raising

103. Country offices reported that UNDP was similarly successful in contributing to a change in attitudes and/or behaviors among a particular target group across the LIC, MIC and NCC country typologies (defined in terms of GNI per capita), ranging from 81% in MICs to 86% in LICs. However, wider variation was detected when examining attitude/behavior changes success rates of special typologies, with non-SDS LICs exhibiting an 89% success rate, followed by LDC (82%), SIDS (75%) and SDS (68%). Gender results were reported as achieved in 76% of country outcomes in LICs, followed by 56% in NCCs and 50% in MICs. For special typologies, gender success rates were reported as 76% for non-SDS LICs and LDCs, 68% for SDSs and 50% for SIDS. Country offices also reported on UNDP's contributions regarding convening and/or brokering partnerships: LICs, SIDS and non-SDS LICs exhibited success rates on or above 80% (80%, 88% and 83% respectively), while SDS and MICs trailed, at 68% and 74% respectively. In percentage terms, NCCs had the highest programmatic expenditures in the awareness dimension (17%), followed by LICs (12%) and MICs (10%). For special typologies, SIDS and SDS had very low programmatic expenditures in awareness raising (8% and 5% respectively), while non-SDS LICs dedicated the largest share of programmatic expenditures to this dimension: 23%.

104. Regional differences also emerged. For instance, democratic governance represents the focus area with the highest percentage of awareness country outcomes in all but Asia-Pacific, a region where poverty and MDGs had the highest concentration of country outcomes (36%). UNDP country offices in Arab States reported no engagement (0%) in awareness raising, convening and/or brokering for environmental purposes. On the other hand, this region had the highest percentage of country outcomes focused on issues of democratic governance, particularly related to participation of youth and women in governance processes.

Table 6 – Percentage of Country Outcomes Addressing the Awareness Raising Output Dimension by Region, per Focus Area

Focus Area	RBA	RBAP	RBAS	RBEC	RBLAC
Poverty & MDG	19%	36%	22%	35%	24%
Democratic Governance	54%	33%	61%	41%	47%
Crisis Prevention & Recovery	16%	13%	17%	14%	18%
Environment & Energy	11%	18%	0%	11%	12%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

105. **Output profile 2, Assessments, planning, budgets and policies:** Initiatives under this output dimension represented 28% of the total UNDP country-level programmatic expenditures in 2011, and constituted the most frequently reported of the four dimensions. Thirty-five percent of the 339 outcomes in which UNDP contributed primarily via the policy dimension had awareness as a secondary output dimension, indicating that effective assessment, planning, policy and budgeting interventions required the engagement and participation of individuals, institutions and/or communities in decision-making processes. In 29% of the cases UNDP also supported implementation, with a focus on developing capacities at individual and institutional levels in SDS countries – those where capacities are low and rapid response is most needed; and in 18% of cases UNDP also supported building resilience and sustainability.

Figure 16 – Percentage of Country Outcomes Addressing the Policy Output Dimension, by Typology

106. Of the 36% of country outcomes towards which UNDP contributed in this way: UNDP supported development of national and subnational plans in 84% of them, including national gender plans or strategies in 26%; UNDP contributed to a change in national and subnational budgets in 38% of outcomes; and to the development of new or revised policies in 78% of outcomes, of which 35% of the supported policy changes were adopted, 30% under consideration, 34% under development and only 1% stalled or rejected. UNDP's main counterparts were ministries of planning, environment and disaster response, public sector reform entities and local governments – in the latter two cases with a strong focus on the development of national and subnational plans. Almost half (48%) of NCC expenditures were in the policy dimension. MIC spent 42%, and LICs only 18%. However, by special typologies, non-SDS LICs had the highest expenditure (29%), followed by SIDS (18%), LDCs (15%) and SDS (13%). Regarding country typology differences, NCCs had a higher concentration of outcomes in the policy dimension than UNDP as a whole, followed by MICs. All other typologies were slightly below the UNDP average, although the differences were too slight to be significant.

107. Policy dimension initiatives were equally split among poverty and MDG and democratic governance focus areas (37% each), followed by environment and energy (20%) and trailed by CPR (only 6%). In 88% of the outcomes that had policy as one of its output dimensions, UNDP was supporting a **diagnostic or assessment process**, with a strong focus on national diagnostics. UNDP country offices reported supporting a total of 1,820 national and subnational diagnostic and assessment processes. More than three quarters of the diagnostics were completed, with 21% underway and just 1% stalled and 1% not started. On average, there were 14 diagnostics supported per country office, with LICs supporting about twice the UNDP average (25 per country office) and SDS and NCC countries supporting less than the average (8 and 9, respectively). In 84% of the policy dimension outcomes UNDP supported **development of national or subnational plans**, with a strong focus on national plans; and in 26% of cases UNDP supported development of a national gender plan or strategy. Overall, 76% of the plans were completed, and 21% were underway, with just 1% stalled and 2% not started. On average, SDSs and LICs supported more plans than the global average, with LIC country offices support reaching almost two times the global average; while MICs and NCCs were below the average. In 38% of the policy dimension outcomes UNDP supported **changes to national (22%) or subnational (7%) budgets**, with 9% reporting support to both national and subnational budget change. UNDP supported a total of 870 changes to national or subnational budgets. About three quarters of the changes to national of subnational budgets were completed, 21% were underway, 5% were not started, and less than 1% were stalled. On average, MICs supported three times the global average, with SDSs and NCCs reporting the lowest average number of supported changes to national and subnational budgets.

108. In 78% of the outcomes that had policy as one of its output dimensions UNDP was supporting the development of **new or revised policy at the national (54%) or subnational (6%) levels**, with 18% reporting support to both national and subnational policy development. UNDP supported the development of a total of 940 new or revised policies. Thirty-five percent of the supported policy changes were adopted, 30% were under consideration, 34% were under development, and just 1% were stalled or rejected. LICs had a stronger focus on policy development, followed by MICs. In 57% of the outcomes that had policy as one of its output dimensions, UNDP aimed to contribute to **new legislation or changes in the existing legislation**. Of those, it succeeded in 64% overall. LIC, MIC and SDS countries had the strongest focus on legislation change (54% each), followed by non-SDS LICs (52%) and NCC countries (51%). LICs had the highest level of success in creating or changing legislation (73%), followed by MICs (68% each); while NCCs and non-SDS LICs had the lowest (55% and 56%, respectively. The democratic governance focus area had the highest percentage of outcomes aiming to change legislation (70%). Environment and sustainable development came in second (63%), followed by crisis prevention and recovery (54%) and poverty and MDGs (40%). Success rates were similar across the four focus areas, varying from 69% in environment to 61% in poverty and MDG. Most outcomes that had policy as one of its output dimensions intended for a more inclusive and more sustainable development (65% and 64%, respectively), while 51% intended for more equity. 57% of the outcomes reported that there was evidence that the policy, planning, legislative, or budgetary changes supported under the policy making dimension were being applied as intended by national entities.
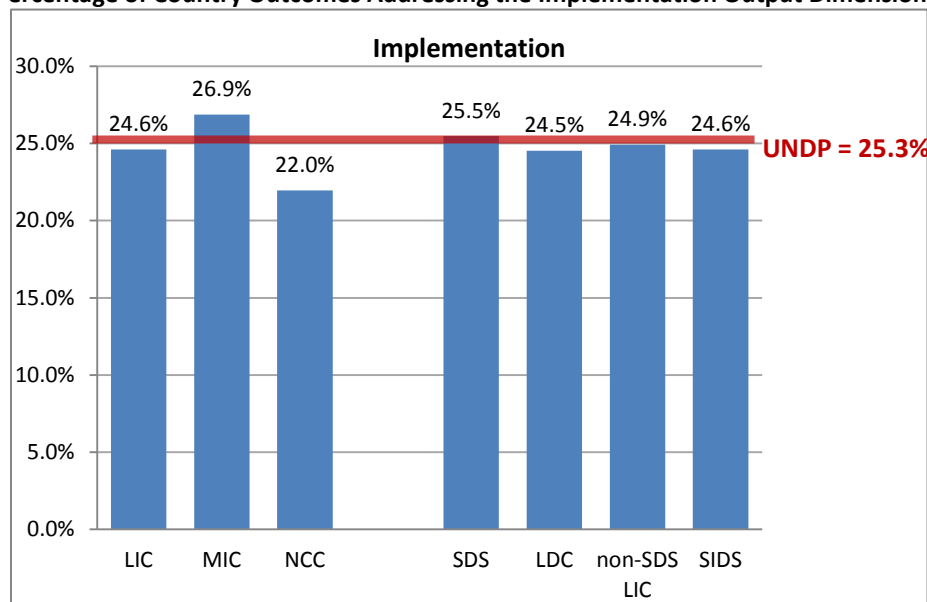
109. Policy is the dimension for which the greatest regional differences emerged. In Africa and Asia-Pacific, policy-related country outcomes concentrated on poverty and MDGs, with a heavy focus on MDG acceleration and inequality-reduction initiatives, particularly on diagnostics, assessments, legislation and other interventions to promote jobs and livelihoods for poor and vulnerable groups; in Arab States on democratic governance, with a focus on improving participatory governance; in Europe & the CIS on environment and energy, with a focus on greening economies; and in democratic governance in Latin America and the Caribbean, with a focus on building capacities for delivery of public services.

Table 7 – Percentage of Country Outcomes Addressing the Policy Output Dimension by Region, per Focus Area

Focus Area	RBA	RBAP	RBAS	RBEC	RBLAC
Poverty & MDG	50%	42%	26%	23%	25%
Democratic Governance	32%	40%	49%	33%	42%
Crisis Prevention & Recovery	5%	9%	3%	8%	7%
Environment & Energy	13%	9%	23%	35%	26%
Total	**100%**	100%	100%	100%	**100%**

110. Outcomes in the policy dimension benefitted from high rates of South-South cooperation exchanges. 78% of SDS countries, 73% of all LICs, and 72% of both LDCs and non-SDS LICs were recipients of south-south cooperation from other countries. Non-SDS LICs also had the highest percentage of their models and practices in policy outcomes (34%), being shared with other countries. This was also the output dimension having the highest prevalence of collaboration with other UN entities, with 195 (58%) cases reported in the 339 outcomes. UN agencies, UN and UNCT were named as partners altogether 70 times, followed, in this order, by UNFCCC, WHO, the World Bank (involved in a high proportion of assessments and diagnostics), OCHA, UNICEF, UNFPA, UNV, UNEP, FAO, UNODC, UNESCO, UN WOMEN, UNAIDS, ILO, UNDESA, UNOPS, UNHCHR, UN-HABITAT, UNCTAD, IFAD and UNIDO.

111. **Output profile 3, Implementation for inclusive development**: Initiatives under this output dimension represented 46% of the total UNDP country-level programmatic expenditures in 2011, and constituted the second most commonly reported engagement profile in number of relevant country outcomes (25% overall). More than half of the 238 implementation outcomes where on poverty and MDGs (58%), followed by democratic governance (28%), with only 9% in environment and energy and 5% in the CPR focus area (also due to cross-reporting under other focus areas). Implementation-related programme expenditures represented 62% of total country level programme expenditures in SDS countries, 58% in LDCs and 53% in LICs, followed by SIDS (41%), MICs (36%), non-SDS LICs (35%) and NCCs (22%). NCCs had the lowest proportion of country outcomes to which UNDP contributed via the implementation dimension, while that proportion was highest in MICs (the only typology for which the percentage of implementation outcomes was above UNDP average).

Figure 17 – Percentage of Country Outcomes Addressing the Implementation Output Dimension, by Typology

112. Implementation-related country outcomes focused mostly on employment and/or business development, followed by environment, health, and rural development. In 94% of these country outcomes, UNDP supported national or local authorities to **implement a strategy, action plan, or programme**, with the majority at both national and subnational levels. UNDP supported the implementation of a total of 1,320 strategies, action plans or programmes, with 68% reported as gender-responsive. Twenty-eight percent of the supported programmes were fully implemented, 62% were partially implemented, 2% stalled and 8% not started. Just under 60% of the implementation outcomes supported **access to vertical funds**, with 30% resulting in the country actually accessing those funds. Support for **projects promoting inclusive development** was almost universal (94%), and 78% of the implementation outcomes supported projects with the purpose of targeting a specific segment of the population. Seventy-five percent of outcomes that had implementation as one of its output dimensions supported a pilot project or projects for the purpose of **demonstrating effectiveness for up scaling or replication**, with the majority (38%) supporting both; 16% supporting up scaling; and 21% supporting replication. In 55% of the outcomes, pilot projects were supported so as to **derive lessons and inform national policies, budgets, or other decision-making processes**.

Table 8 – Percentage of Country Outcomes Indicating Each Level of Capacity Development Intervention in the Policy Output Dimension, by Typology

	LIC	MIC	NCC	SDS	LDC	non-SDS LIC	SIDS
Individual level	69%	60%	51%	78%	67%	66%	67%
Organizational level	86%	90%	83%	92%	87%	85%	84%
Enabling environment level	52%	51%	57%	49%	50%	52%	40%

113. NCCs had the highest rates of achieved implementation outcomes (11%), but also of outcomes showing no change (28%) or being off-track (6%). The highest rate of outcomes showing positive change in 2011 in the implementation dimension was for SDS (78%) and LICs (77%), followed closely by LDCs and non-SDS LICs (both at 76%). SIDS had the lowest positive change rate (56%), and no change and off-track rates similar to those of NCCs: implementation interventions in this country typology will need to be further examined to determine which are the main bottlenecks acting to reduce success rates. Gender results wereachieved in 84% of implementation outcomes in LICs, 69% in MICs and 50% in NCC. By special typologies, 86% in non-SDS LICs, 81% in SDS, and 56% in SIDS. Across all regions, poverty & MDG was the focus area with the highest number of country outcomes, and CPR was the lowest. Crisis-related implementation initiatives carried out in these "zero or low subscription" regions were designed, monitored and reported in other focus areas, mostly democratic governance for conflict-related initiatives, and environment and energy for natural disaster ones. Implementation was the dimension with the least regional differences: across all regions, work focused primarily on acceleration of MDGs achievements; secondarily on democratic governance, with a focus on supporting delivery of public services, on improving participatory governance – including by promoting gender equality, and on human rights issues; in third place on environment and energy, with a focus on mainstreaming climate change adaptation; and lastly on crisis prevention and recovery.

Table 9 – Percentage of Country Outcomes Addressing the Implementation Output Dimension by Region, per Focus Area

Focus Area	RBA	RBAP	RBAS	RBEC	RBLAC
Poverty & MDG	63%	44%	67%	52%	61%
Democratic Governance	21%	38%	27%	31%	28%
Crisis Prevention & Recovery	9%	5%	0%	7%	0%
Environment & Energy	7%	13%	7%	10%	11%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

114. The implementation dimension had the second highest prevalence of collaboration with other UN entities, with 126 (51%) cases reported in the 238 relevant outcomes. UN agencies, UN and UNCT were named as partners altogether 61 times followed, in this order, by UNICEF, ILO, the World Bank, UNFPA, UN WOMEN, UNV, UNFCCC, UNESCO, UNHCR, UN-HABITAT, OCHA, UNIDO, UNEP, FAO. UNODC, UNCTAD, IFAD and FAO.

115. **Output profile 4, Resilience:** Initiatives under this output dimension represented 15% of the total UNDP country-level programmatic expenditures in 2011, and constituted the lowest reported primary engagement profile in number of relevant country outcomes. LICs spent 17% of total country level programme funds on resilience, followed by NCCs (14%) and MICs (10%). SIDS had the highest total country level expenditures (33%), followed by SDS (20%), LDCs (16%) and non-SDS LICs (13%). UNDP engaged predominantly with counterparts in environment, disaster response, peacebuilding/reconciliation and local government. Overall, NCCs had the lowest proportion of country outcomes to which UNDP contributed via building resilience and sustainability, while SIDS had the highest proportion of such outcomes with a focus on natural disaster and climate change mitigation, and SDS had the highest proportion with a focus on early recovery from conflict.

116. Of the 16% of country outcomes towards which UNDP contributed in this way, **building resilience to recover from crises at national and local levels** accounted for 90% of them, with the majority supporting both national and subnational governments (48%), followed by national governments (27%), subnational governments (13%), and 2% for non-government organisations. This support area was the highest one across all country typologies, with 100%

of both SDS and SIDS receiving UNDP support, 95% of both LDCs and MICs, 94% of all LICs and 91% of non-SDS LICs, and with NCCs at 73% of countries in the typology. Natural disaster accounted for 30%, climate change 18%, natural resource/environmental management 15%, conflict/armed violence 11%, and financial/economic 11%. The focus in 43% of outcomes was on community resilience, and in 40% on institutions, followed by state (16%) and a negligible percentage on individuals (less than 1%). Data under this output dimension were the most difficult to analyse because of inadequate definitions (which country office respondents tended to interpret as being environmentally and crisis-related, rather than as also including the capacity to resist and/or bounce back from social, economic and political shocks), so it will be redesigned to better articulate the catchment and the capacity development elements intended. The definitional issue is a main reason for which the resilience dimension initiatives were reported primarily in the environment and energy focus area (42% of resilience outcomes) and in crisis prevention and recovery (36%), with 13% in democratic governance and 9% in poverty and MDGs.

Figure 18 – Percentage of Country Outcomes Addressing the Resilience Output Dimension, by Typology

117. In 85% of the resilience outcomes, UNDP was engaged in supporting arrangements designed to strengthen the sustainability of measures embodied in policies, legislation, programmes, or initiatives. 37% of those measures were embodied in policies, followed by programmes (33%), initiatives (17%), and legislation (13%). In 89% of the outcomes connected to resilience, UNDP was supporting development of institutional capacity, followed by knowledge (58%), equity/inclusiveness (47%), national evaluation, monitoring and analysis frameworks (30%), voice/access (28%), and oversight and accountability mechanisms (26%). UNDP's **strategies to support sustainability/resilience** were overwhelmingly through governance processes (56%) at the national and subnational government levels (45%); and focused mostly in redirecting major public and private financial flows, followed by investment in innovation,

shifting production and consumption patterns, and by access, combine, and sequence diverse sources of finance. Support for strategies focusing on long term income diversification, improved energy access to the poor, and gender empowerment were also reported; non-governmental organisations were targeted in less than 4% of the strategies. In 4% of the outcomes the strategies had an aim of increasing gender empowerment; but overall country offices reported that in 70% of the resilience outcomes the strategies contemplated gender considerations and were, therefore, gender responsive. Indeed, gender results were achieved in 82% of resilience outcomes in LICs, 55% in MICs and 36% in NCCs; and in 86% of outcomes in non-SDS LICs, 81% in SDS, 76% in LDC, and 56% in SIDS. As expected given the definitional issues around "resilience", country outcomes in the resilience dimension clustered around environment and energy for all regions but Asia-Pacific – where conflict and early recovery, particularly on rebuilding government capacity after crisis, concentrated the highest number of country outcomes. In Europe & CIS and Latin America and the Caribbean, a crisis-related disaster prevention and management agenda complemented interventions in environment and energy.

Table 10 – Percentage of Country Outcomes Addressing the Resilience Output Dimension by Region, per Focus Area

Focus Area	RBA	RBAP	RBAS	RBEC	RBLAC
Poverty & MDG	10%	9%	9%	25%	0%
Democratic Governance	14%	6%	18%	13%	15%
Crisis Prevention & Recovery	29%	47%	32%	31%	42%
Environment & Energy	47%	38%	41%	31%	42%
Total	**100%**	100%	100%	100%	**100%**

118. Outcomes in the resilience dimension benefitted from the highest rates of South-South cooperation exchanges across most country typologies, particularly via UNDP support to countries in sharing their good models and practices (LIC: 32% of all countries in the typology, MIC: 39%, NCC: 45%, SDS: 30% and LDC: 32%). Country outcome level results were improved by 67% of MICs and 55% of NCC receiving cooperation from other countries. The resilience dimension had a significant prevalence of collaboration with other UN entities, with 63 (40%) cases reported in the 154 relevant outcomes. UN agencies, UN and UNCT were named as partners altogether 23 times, followed, in this order, by UNEP, UNICEF, ILO, the World Bank, UNFCCC, FAO, UNODC, UNOPS, OCHA, UNIDO, UN WOMEN, WHO, UNDESA, UNHCR, UNV, UNCESCO and DPKO.

119. The resilience dimension was the one reporting the highest rates of simultaneous engagement in additional dimensions: 36% of outcomes primarily focused on resilience also had a secondary dimension, 10% had two secondary dimensions, and 5% reflected all four dimensions. In 41% of cases, UNDP also engaged in awareness raising, convening and/or brokering, suggesting that effective resilience-building strategies tend to require participatory approaches; in 31% of cases also engaged in assessments, strategies and policies, planning and budgeting; and in 28% of cases also supported implementation. These results will need to be further explored as the resilience definitions are refined.

(c) Development effectiveness indicators

Development effectiveness				
Outputs	**Development Effectiveness output indicators**	**Targets 2012**	**Targets 2013**	**Progress against targets**
Quality of country programming increased **(Corporate sponsor – RBx)**	Compliance with evaluation policy and corporate quality standards (*Source: ERC: compliance rate with country programme document (CPD) evaluation plans – Baseline: 28% compliant in 2010; decentralised evaluation quality ratings – Baseline: 21% of 2010 outcome evaluations rated satisfactory or better; implementation rates of management responses – Baseline: 61% completed/ongoing over past 4 years*)	CPD: 50% Decentral.: 35% Mgmt.resp.: 70%	CPD: 60% Decentral.: 50% Mgmt.resp.: 75%	Current indicator measures: CPD (based on ERC data as of 16 May)[7]: 51% fully compliant; 44% partially compliant; 5% not compliant Decentralised quality ratings: 20%[8] Management response[9]: 62% of key actions in mgmt responses to independent evaluations conducted in 2006-2011 completed/ongoing; 65% of key actions mgmt. responses to decentralised evaluations conducted in 2008-2011 completed/ongoing.
	CO ROARs quality rating (*Source: new BSC indicator rated by OSG – Baseline: 81 out of 137 ROARs (59%) meet or exceed standard*)	20% increase (97 meet or exceed, or 71% of total)	20% increase (113 meet or exceed, or 82% of total)	Current indicator measure: 61% 61% Green (meet or exceed the standard); 37% Amber (needs some management attention); 2% Red (needs

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[7] Please note that until the approval by the Board in February 2011 of the revised evaluation policy, compliance was based on the completion of planned outcome evaluations. As stated in EO's Annual Report that will be submitted to the Board in September 2012, "The revised UNDP Evaluation Policy, approved by the Executive Board (decision 2011/3) stipulates that all evaluations included in the evaluation plan are mandatory. Therefore, starting in 2011, evaluation compliance of a country programme is measured at the end of the country programme period and based on the completion of all planned evaluations during the programme period." So the baseline of 28% compliant in 2010 looked only at outcome evaluations, while the figures reported for 2011 look at the completion of all planned evaluations.

[8] Here again we are not measuring the same in 2010 and 2011. Up to last year, EO quality assessed a sample of evaluations. The Quality Assessment Mechanism for Decentralised Evaluations was only developed in 2011 by the Evaluation Office, in collaboration with regional, policy and practice bureaux. The 2010 baseline, therefore, reflects the quality assessment of 33 outcome evaluations, i.e. a sample of outcome evaluations, while the figures for 2011 reflect the quality assessment of 135 decentralised evaluations posted in ERC during 2011. EO's annual report notes the following in this regard: "Based on the Quality Assessment Mechanism for Decentralised Evaluations […], the Evaluation Office conducted quality assessments of 135 decentralised evaluations posted in ERC during 2011. Several types of evaluations posted in ERC were not covered by this assessment. Quality assurance for the cohort of completed GEF-financed projects supported by UNDP is broken out separately (see the following section), as they are subject to a slightly different review procedure, per guidance from the GEF Evaluation Office, and because the review exercise is done in conformance to the GEF (World Bank) fiscal year starting July 1. As of 2012, the Evaluation Office intends to use the same quality assessment tool for all evaluations, including evaluations of GEF-funded projects. Other decentralised evaluations not covered include inter-agency joint evaluation reports (including UNDAF evaluations) and evaluations conducted by the MDG Achievement Fund. Evaluations that covered more than one outcome and that were posted multiple times in ERC for compliance purposes were only counted once for the purpose of this assessment (reducing the number of evaluations assessed from the 145 posted in ERC to 135)."

[9] The baseline in the 2nd column only refers to the implementation of management responses to independent evaluations, which was indeed 61% for the period 2006-2010. For decentralised evaluations, the figure last year was 59% for the period 2008-2010 (please note that the period covered is different).

Development effectiveness				
Outputs	**Development Effectiveness output indicators**	**Targets 2012**	**Targets 2013**	**Progress against targets**
				urgent attention) This indicator measure is a provisional rating, based on a sample of ROARs; the final measure will be available in July 2012. While UNDP did not meet the target as set last year, the standard of reporting has changed substantially since the baseline and target were set and the exercise has been instructive for the entire organisation. In 2011 the ROAR template changed and the quality assessment scoring methodology became more rigorous to assess the quality of the ROARs for (i) compliance to the template requirements; (ii) results focus; and (iii) use of evidence and data. The scoring methodology uses a RED, AMBER, GREEN scale to assess whether the Country Office needs attention and support to improve the quality of the ROAR (and results-based management in general) over the next year.
	Observations of improved country programme document results frameworks (SMART indicators) *(Source: Board of Auditors – Baseline: Report on 2008-09 biennium in DP/2011/14)*	UNBOA observes positive progress	UNBOA observes positive progress	submitted separately once completed
	Programme instruments are fit for purpose: Project load and % change in transactional programming requirements *(Source: ATLAS & POPP – Baseline: new metric, to be measured)*	10% decrease	10% decrease	Current indicator measure: 44% decrease A one-time major effort was carried out in 2011 to close inactive projects and to rationalise the project portfolio in the scope of IATI; and investments in development effectiveness support to country offices paid off in more streamlined and consolidated programme designs.

Development effectiveness				
Outputs	**Development Effectiveness output indicators**	**Targets 2012**	**Targets 2013**	**Progress against targets**
Practice networking and knowledge effectively contributing to development results across regions **(Corporate sponsor – BDP/BCPR)**	Percentage of users satisfied with relevant practice leadership and policy guidance (*Source: HQPSS – Baseline: 58%*)	65%	70%	Current indicator measure: Pending This data is based on the Headquarters Products and Services Survey, and the indicator will be measured following the next survey
	Percentage of users satisfied with relevance of programme/project formulation and implementation support (*Source: HQPSS – Baseline: 54%*)	60%	65%	Current indicator measure: Pending This data is based on the Headquarters Products and Services Survey, and the indicator will be measured following the next survey
	Teamworks usage indicators: exchanges, discussions, uploads, recommendations and views (*Source: Teamworks – Baseline: 500 unique users per month, with visits from all UNDP regions*)	1,000 unique users/month with regional coverage	2,000 unique users/month with regional coverage	6,200 unique users/month globally (regional disaggregation to be made available separately)
Capacity development approaches fully integrated into UNDP programmes and projects **(Corporate sponsor – BDP)**	Percentage of partners that rate UNDP programmes and projects as effective in developing national capacity (*Source: Partnership Survey – Baseline: 65% rating 1 or 2*)	70%	75%	Current indicator measure: Pending This data is based on the Partnership Survey, the next version of which will be conducted in late 2012.
	Implementation rate of management response to CD evaluation (*Source: ERC – Baseline: schedule per mgmt response Feb 2011*)	90% actions completed or ongoing per schedule	95% actions completed or ongoing per schedule	Current indicator measure: 79% 79% of the key actions are either completed or ongoing.
	Percentage of new country, regional, and global programmes that integrate capacity development to support national development (*Source: TBC – capacity marker or results frameworks*)	10% increase	20% increase	Current indicator measure: 91% Based on the findings from the CD Tracker, in 92% of the 1,797 development projects active in 2011, capacity development was a significant component of the project. Of the projects with significant capacity development component, the level of integration was high in 36% and medium in 55% of the projects.
Gender equality and women's empowerment	Percentage of outcomes rated as having significant gender impact (*Source: gender marker – Baseline:*	25%	30%	Current indicator measure: 28% 28% of country outcomes with

Development effectiveness				
Outputs	**Development Effectiveness output indicators**	**Targets 2012**	**Targets 2013**	**Progress against targets**
is integrated into UNDP programmes and projects in line with the UNDP gender equality strategy **(Corporate sponsor – BDP)**	*17% of 2010 outputs with significant or principal gender contributions)*			underlying projects that were achieved or showed positive change in 2011 had a Gender Marker rating of 2 (significant gender content) or 3 (gender is principal objective).
	Percentage of outcomes that have specific gender equality results reflected in the ROAR *(Source: RBx/OSG review of ROARs – Baseline: to be set based on 2011 ROARs)*	to be determined	to be determined	Current indicator measure: 67% Overall, UNDP Country Offices reported in the ROAR that gender results have been achieved in 67% of country level outcomes
	Percentage of partners that rate UNDP as effectively promoting gender equality and women's empowerment *(source: Partnership Survey – Baseline: 67% rating 1 or 2)*	70%	75%	Current indicator measure: Pending This data is based on the Partnership Survey, the next version of which will be conducted in late 2012.
South-South and triangular partnerships fostered to contribute to the achievement of national development goals **(Corporate sponsor – BDP/PB)**	Percentage of units that in ROAR report results to which South-South cooperation contributed *(Source: RBx/OSG review of ROARs – Baseline: new metric, to be measured)*	15% increase	15% increase	Current indicator measure: Baseline 126 countries Based on analysis conducted for this Annual Report , UNDP is supporting some form of South-South Cooperation exchange of expertise or experience sharing in 126 countries. Of these, 102 countries are being supported by UNDP as providers of models or practices with other developing country, and 122 countries are being supported as recipients of SS knowledge and/or transfer of experiences.
	Percentage of partners rating UNDP interventions as effective in contributing to South-South cooperation *(Source: Partnership Survey – Baseline: 53% rating 1 or 2 for promoting South-South)*	60%	65%	Current indicator measure: Pending This data is based on the Partnership Survey, the next version of which will be conducted in late 2012.

Development effectiveness

120. In 2011, five priority development effectiveness (DE) outputs and associated indicators were introduced to track results in this new budget category. An internal analysis based on 2011 data finds a strong correlation between high investment in DE and significantly lower levels of programme fragmentation (a proxy for focus). This benefit diminishes markedly at medium and low levels of investment.

121. The DE indicators are designed to track how well investment in DE strengthens UNDP's effectiveness as a development partner, notably through how it responds to and addresses recurring evaluation findings related to : (1) quality of country programming; (2) practice networking and knowledge; (3) integration of capacity development ; (4) integration of gender equality and women's empowerment; and (5) South-South and triangular partnerships. Specific measures by indicator are included in the above table.

i. Quality of country programming

122. Programme quality assurance has been substantially strengthened in the past two years and is beginning to show benefits in terms of a) alignment between country programme document country analysis and stated outcomes and indicators; b) alignment between country programme document outcomes and UNDP corporate outcomes (83% in 2012 compared with 72% in 2009 according to an independent consultant's review); c) focus of programme portfolio (44% decrease in project load globally). A CIDA review of UNDP development effectiveness in 2012 found that "UNDP does make systematic use of evaluation findings to improve DE, with many evaluations receiving a detailed management response." Challenges that continue to be addressed intensively in 2012 include: a) use of SMART indicators, difficulties evident in the CO results reports, and uneven use of sex disaggregated indicators; b) monitoring practices, linked to difficulties with the indicator/evidence base; and c) RBM and monitoring and evaluation skill levels, which, along with continued training, will be the subject of stronger standard-setting.

123. In the 2011 Mid-Term Review of the Strategic Plan, UNDP also made a commitment to begin systematically assessing the quality of ROARs and to integrate this assessment into the corporate Balanced Score Card. That indicator specifies a target of a 20% annual increase in the number of Country Offices producing ROARs that meet with quality standards. Revising the ROAR template was one part of that process but another important element was having a more clearly articulated and systematic method of assessing ROAR quality – and one that the entire organisation can understand and act on. To this end UNDP undertook a systematic scoring of all 2011 ROARs based on an agreed set of clear quality criteria. This is enabling the organisation to identify offices that require remedial support in order to improve the quality of their reports and to identify and showcase offices that demonstrate a high standard of results reporting. The results of this more rigorous quality assessment will be available in July 2012, but provisional results are shown in the development effectiveness indicators table above, under the "CO ROARs quality rating" indicator.

Figure 20 – Country Office Cross-Practice Synergy, by Focus Area Linkage

ii. Practice networking and knowledge

124. UNDP's continued commitment to approach development from a sustainable human development perspective, and to promote work
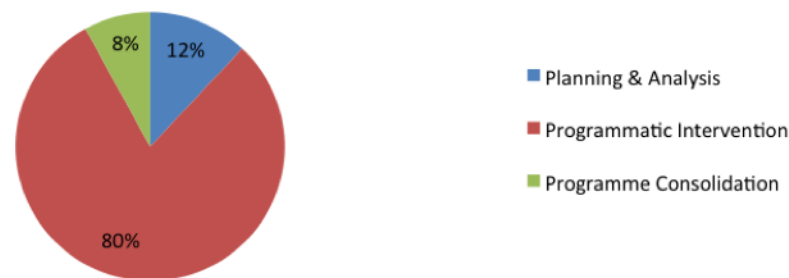
across programme areas, has resulted in a number of ongoing initiatives. Observations of UNDP contributions have long maintained that development schemes could determinately affect environmental sustainability, and that applying an integrative approach in the design and implementation of programmes could help address development challenges while protecting the environment. A review of UNDP's development effectiveness (DE) by CIDA in 2012 found that "UNDP's effectiveness in supporting environmentally sustainable development" was rated "positively". The 2010 Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: The Poverty-Environment Nexus, found that while there was "substantial recognition" within UNDP as to the importance of achieving "sustainable development" and particularly through the "poverty-environment nexus", still "UNDP's focus area structure promotes a 'silo effect' that makes cooperation across sectors difficult".

125. The development of strategies to continue to scale up and build on successful joint programmes such as the Poverty-Environment Initiative (PEI) of UNDP and United Nations Environment Programme (UNEP) with a multiplier effect which expanded to 23 countries by 2011. In Lao PDR, the country office reported that the Poverty-Environment Initiative (PEI) has contributed positively to national planning processes and helped bridge between practice areas, and the Assessment of Development Results 2011 of Lao PDR has praised the Initiative for promoting the idea that "environment and livelihoods are integrally linked".

126. In addition, other actions identified included the need to integrate the poverty-environment nexus and the MDG sustainability framework "in the contexts of disaster risk reduction and post-crisis recovery", and the development of social safeguards for UNDP's programming. The Mid-term Review of UNDP's Strategic Plan has further recognised the importance and potential of the Regional Service Centers in bringing cross-sector substantive "policy advisory services closer to programme countries".

127. Furthermore, the reformulated ROAR used in 2011 allowed country offices to provide evidence of cross-practice approaches demonstrated in their programme work. Cross-practice approaches were defined as: "Development approaches that are multi-disciplinary, multi-sector, and tackle related/integrated development challenges as national decision-makers and populations face them." Out of 136 country offices, 134 attempted to answer this question, and 89 (66%) included as part of their responses actual examples of cross-practice approaches (see Figure 19). The remaining country offices either focused on cross-cutting issues of gender, capacity development and HIV/AIDS, or did not provide concrete enough examples to demonstrate the extent to which cross-practice synergies were reflected in their work.

Figure 21 – Country Office Cross-Practice, by Type of Cross-Practice Work Reported

128. Out of 89 country offices citing cross-practice approaches, 56 (63%) provided evidence of working across poverty and environment (see Figure 20). Examples of cross-practice approaches provided by country offices tended to fall into three categories:

1. **Planning and analysis level**: examples that reflected cross-practice approaches in analysis and assessments intended to inform programming at the country level; e.g., climate change impact assessments.

2. **Programmatic interventions**: examples that reflected cross-practice approaches in the actual design and implementation of programmatic interventions in response to national development challenges; e.g., projects developed or policy advice provided.

3. **Programme consolidation**: examples that reflected cross-practice approaches that led to a more coherent portfolio consolidation in clustering projects and/or programmes under a programmatic theme; e.g., rule of law cluster bringing together both governance and conflict prevention and recovery projects.

129. Analysis by these categories reveals that 80% of COs (71 COs) provided examples of responses to national development challenges through designing and implementing programmatic interventions that are cross-sector in nature and cut across UNDP practice areas, compared to 12% (11 COs) and 8% (7 COs) responding through examples of cross-practice approaches reflected in planning processes, and consolidation of programmes and portfolios respectively (see Figure 21).

Table 11: Percentages of most common emerging themes by cross-practice area
(percentages are proportion of country offices working in the designated cross-practice area subscribing to that particular theme)

Theme	Cross-practice area					
	Poverty Governance	Poverty Crisis	Poverty Environment	Governance Crisis	Governance Environment	Crisis Environment
Climate Change	13%		23%	14%	43%	33%
Disaster Resilience		43%		14%		25%
Youth	13%		7%			
Local Development	13%		9%			
Sustainable Land Management		14%	4%		14%	
Sustainable Livelihoods	25%		5%			
Community Recovery		14%	4%			
Security Sector Reform				28%		
Other themes	36%	29%	48%	44%	43%	42%
TOTAL	100%	100%	100%	100%	100%	100%

130. In the areas of knowledge capture and sharing, a 2012 AusAID assessment of UNDP found that "UNDP is a source of considerable knowledge and expertise on international development. It has made some very significant contributions to global development policy and knowledge, including through the conceptual, policy and measurement work it does on the MDGs." UNDP was awarded the Knowledge Management Award 2012 by Knowledge Management Austria for its role "in connecting UN Organisations with Knowledge Management (KM) initiatives like Teamworks, contributing to the objectives of ONE UN". Six UN organisations have adopted Teamworks as their official platform (CEB, MDG-F, UNECA, UNV, UN-Energy network, the UN Special Unit for South-South Cooperation).

131. In addition, the Knowledge Management Group (KMG) interacted with 150 KM focal points and decision makers in over 50 UN organisations and bodies at headquarters and regional levels. KM initiatives and pilots are being initiated for UNCTs in Madagascar, Zambia, Mozambique and Nepal. UNDG Peer Support Groups and UNDAF Outcome Groups started engaging on Teamworks, and KM collaborations with regional bodies and inter-agency programmes such as UNECA, UNESCAP, ASEAN, NPCA/NEPAD, and the African Adaptation Programme have been initiated. In addition to UNCTs, UNDP was also approached by numerous specific UN inter-agency taskforces and working groups, such as the HLCP for Climate Change, the UNEP-UNDP Poverty Environment Initiative, the UN Global Health Risks Taskforce, the UN Value Chain Development team, the Global WASH Cluster on Water managed by UNICEF, the UNDDD Inter-Agency Task Force, the UN Ethiopia Inter Agency Program Team (IAPT), the Enterprise Risk Management HLCM Meeting 2011, the UN Coordination for the G20 Development Working Group, the Joint Programme on Gender Equality and Women's Empowerment in Kenya, the UN REDD+ programme, and the Umoja team for UN Administrative Reform. For these entities that are co-owned by several UN agencies, UNDP established the "One UN" domain in Teamworks with neutral branding where UN users can create user groups and invite other users into it.
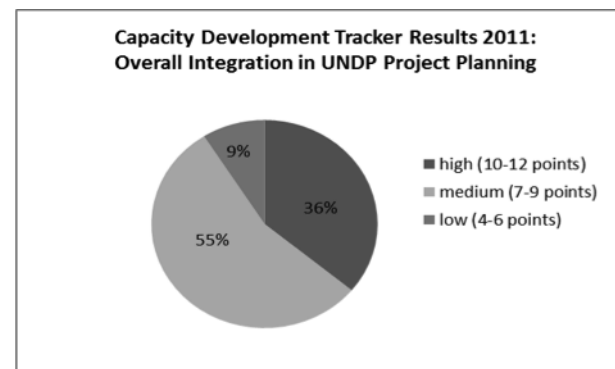
iii. Capacity development

132. In the Strategic Plan (2008-2013) capacity development was defined as UNDP's core contribution to programme countries. Following the recommendations of the evaluation of 'UNDP's Contribution to Strengthening National Capacities' in 2010, and Executive Board decision from the Midterm review of the Strategic Plan in 2011, the Capacity Development Tracker was introduced in 2011 to systematically assess the extent to which capacity development is integrated in UNDP's project planning. Together with data from the Results Orientated Annual Report, the system will enable tracking of whether capacity development integration in UNDP's project portfolio is improving, what institutions and issues UNDP's capacity development support is targeting, and whether they are leading to concrete results.

Figure 22

133. The Capacity Development Tracker assesses the extent to which capacity development is integrated into the planning of UNDP projects through a scoring system which rates each project against the following four dimensions according to whether these are integrated to a high (3 points), medium (2 points) or low level (1 point):

- to what extent the project development process was led by the national partner;

- to what extent the capacity development support was or will be based on detailed capacity assessments;

- to what extent the project's capacity development support is comprehensive, or part of a comprehensive capacity development initiative; and

- to what extent the project identifies specific capacity development results and corresponding indicators.

134. The Capacity Development Tracker results for 2011 show that capacity development was a significant component in 92 per cent of 1,797 development projects active in 2011. 36 per cent had a high level of capacity development integration, 55 per cent had medium level of integration, and nine per cent had a low level of integration.

135. Of the four dimensions above, the tracker revealed that only 30 per cent of UNDP projects were based on,, or had planned detailed capacity assessments. The organisation has been investing in the development and application of capacity assessment methodology and tools, but these are not yet applied fully across the board. Adaption to specific themes and levels is expected to increase its use. Guidance and tools are available for the following: post-conflict and early recovery, disaster risk reduction, climate change, aid effectiveness, procurement, results-based management, anti-corruption, trade, local government, education, as well as vertical funds including the Global Fund and the Adaptation Fund.

136. While the Capacity Development Tracker demonstrates how capacity development is integrated into project planning, the ROAR provides evidence of the results of UNDP's efforts at the outcome level. In 2011, UNDP has contributed to positive change in capacity at the organisational level (to address internal policies, procedures, and frameworks) under 90 per cent of country level outcomes. UNDP contributed to positive change in capacity at the individual level (including skills, knowledge, and experiences) under 67 per cent of outcomes, and the enabling environment under 51 per cent (including policies, legislation, and power relations).

137. Across country typologies, there are significant differences in whether the outcomes address individual capacities; in the Special Development Situation (SDS) countries, 78 per cent addressed the individual level, while this figure was 55 per cent in Transitional and Net Contributor Countries (T&NCC).

138. UNDP has identified four core capacity areas that have been proven to be effective levers of change: institutional arrangements, leadership, knowledge, and accountability. In 2011, Country Offices reported that UNDP helped improve capacity most commonly in knowledge (87% of outcomes) and institutional arrangements (78%), followed by leadership (46%) and accountability (37%). A significantly larger percentage (48%) of democratic governance outcomes address accountability issues, compared to energy and environment outcomes (23%). Our institutional partners in capacity development are predominantly in environment, planning, justice, employment/business development, human rights, and local government, but analysis will continue to better understand the relationships and their bearing on UNDP's capacity development work.
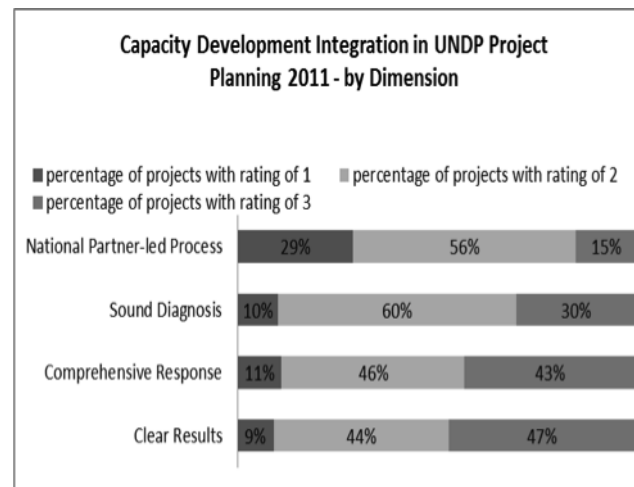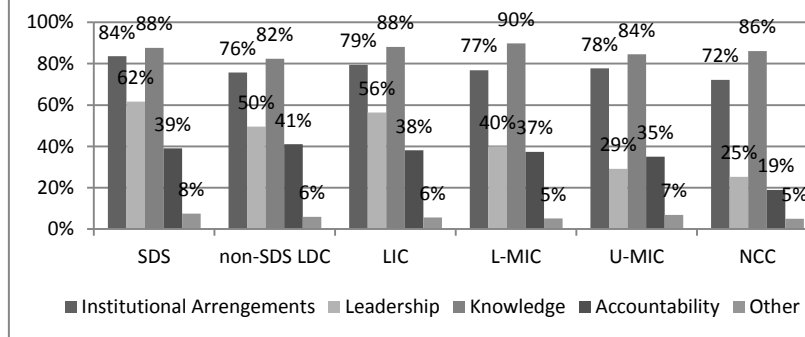
Figure 23

Capacity Development Integration in UNDP Project Planning 2011 - by Dimension

Figure 24 - Type of capacity addressed
(percentage of outcomes in countries supported)

139. UNDP's support to capacity development in countries that are experiencing political instability, natural calamities, or conflict situations has focused on national leadership development, especially in the early stages of recovery. Leadership issues were addressed in more outcomes in SDS and LICs (62% and 56% of their outcomes respectively) than Upper MICs (U-MIC) and Transitional and NCCs (29% and 25% respectively). Leadership development was more prominent in the Africa region (56%) as compared with the Latin America and Caribbean, Europe and CIS, and Arab States region where the figure was almost 20 per cent lower (37-39%).

Figure 25

Areas of capacity, by engagement profile (% of outcomes)

140. A number of lessons have been learned from the Capacity Development Tracker and results reporting: more work is needed to strengthen ownership and better articulate capacity development results. Although over 90% of projects reportedly have clear capacity development results in the project design, a review of over 20 country programme results frameworks showed that many of the results statements and indicators require further improvements in terms of identifying the organisation and the specific capacity or performance change to be achieved. To address this challenge, UNDP has invested significant effort in better integrating capacity development results in programmes and projects, starting with the development and rollout of the capacity measurement framework and accompanying tools. Guidance has focused on better defining and measuring capacity improvements in systems, processes, mechanisms, and structures, as well as capturing results in terms of actual improvements in performance. In coming years, UNDP will gauge the extent to which defining clear results with national partners in the planning stage translates into nationally owned sustainable results

141. As UNDP's core contribution to programme countries, our capacity development work cuts across the four output dimensions (awareness, policy, implementation, and resilience). Looking ahead to the development of the next Strategic Plan, deeper analysis of the results above in relation to the output dimensions will help UNDP define more rigorously its contribution and added value for partner countries.

Figure 26

iv. Gender equality and women's empowerment

142. UNDP focuses on gender equality and women's empowerment not only as a human rights issue, but also as a pathway to achieving the Millennium Development Goals and sustainable development. UNDP's work in this area is guided by the UNDP Gender Equality Strategy (2008 – 2013) and our commitment to supporting the capacity development of national partners to adopt approaches that advance women's rights and take account of the full range of their contributions to development as a foundation for MDG achievement. Gender equality is an integral dimension of all areas of UNDP's work, which means that gender analysis informs all programming, and programmatic responses should take into account the different roles of women and men.

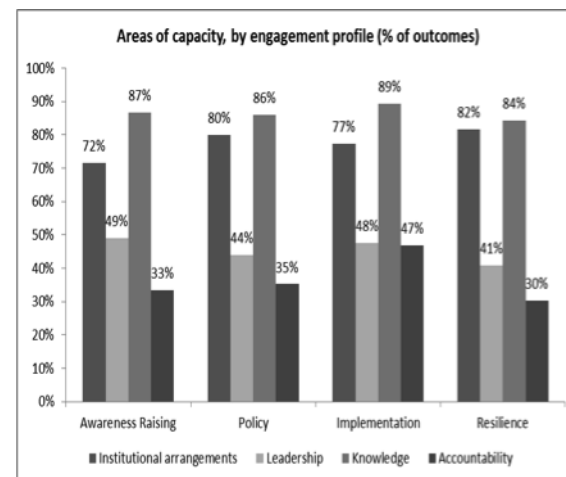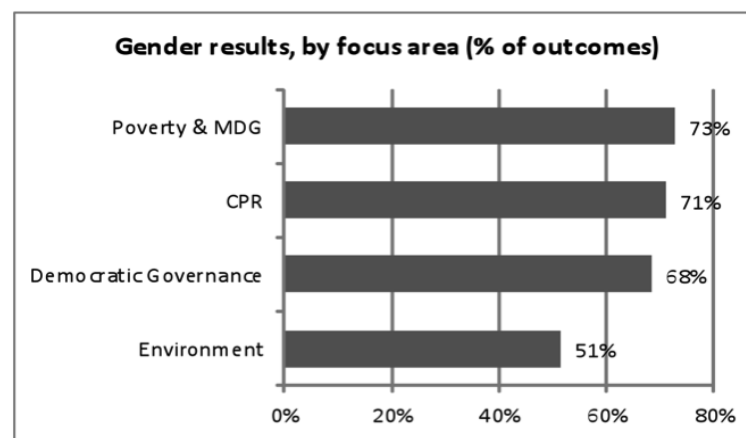Gender results, by focus area (% of outcomes)

143. In 2011 women actively participated in the struggle for political and economic inclusion; 139 countries now have some form of gender equality provision in their constitutions. It was also promising to see three women honoured by the 2011 Nobel Peace Prize: Liberian President Ellen Johnson Sirleaf, Liberian peace activist Leymah Gbowee and Yemeni journalist and human rights activist Tawakkol Karman— for "their non-violent struggle for the safety of women and for women's rights to full participation in peace-building." UN Women also became operational in 2011.

144. However, significant gaps remain in both law and practice. Women continue to bear a disproportionate burden of the world's poverty and remain among the most vulnerable to the impacts of climate change. Because of systematic and long-term discrimination in education, health care, employment and control of assets, women and the families they head are at a higher risk of poverty and hunger. Although a growing body of evidence shows that enhancing women's economic options boosts national economies, women continue to trail behind men in access to land, credit, employment opportunities and wages. Gender-based violence remains a problem in every region of the world.

Figure 27
Gender results, by country typology (% of outcomes)

145. Gender equality and women's empowerment results in 2011 have been included in the main section of the Annual Report. In particular, five of the nine Strategic Plan outcomes selected for in-depth reporting include a focus on women and gender equality, the results for which can be found in Section III. Gender results have also been noted in Section IV on UNDP's engagement profile at the output level. For example, in nearly two thirds of the outcomes linked to the awareness profile in 2011, UNDP contributed to a change in attitudes and/or behaviours to address gender inequalities.

Figure 28 – Gender Marker Ratings 2009-2011

146. As part of its Agenda for Organisational Change, launched in April 2011 to reposition the organisation to meet 21st century challenges, UNDP focused on addressing gender equality and women's empowerment as an integrated cross-practice issue. The Gender Marker and the improved ROAR are both tools through which UNDP tracks and monitors gender results as well as expected and planned contributions to gender equality and women's empowerment, the conclusions for which are reported here for 2011.

147. Overall, UNDP Country Offices reported that gender results have been achieved in two-thirds (67%) of country level outcomes. As shown in Figure 26, the Poverty and MDG focus area had the strongest gender focus, with almost three quarters of its outcomes achieving gender results. Crisis Prevention and Recovery was a close second (71%), followed by Democratic Governance (68%). Environment held the last position, with just over half of its outcomes achieving gender results.

148. Gender results by country typology show an interesting pattern, as seen in Figure 27. Countries at the lower income end of the development spectrum are showing higher percentages of outcomes with positive gender results. SDS and non-SDS LDC achieved gender results in 78% and 75% of their outcomes, respectively. LICs and lower MICs come next, with 68% and 69%. Upper MICs and Transitional & NCC come in with 57% and 48%, respectively. Some of the
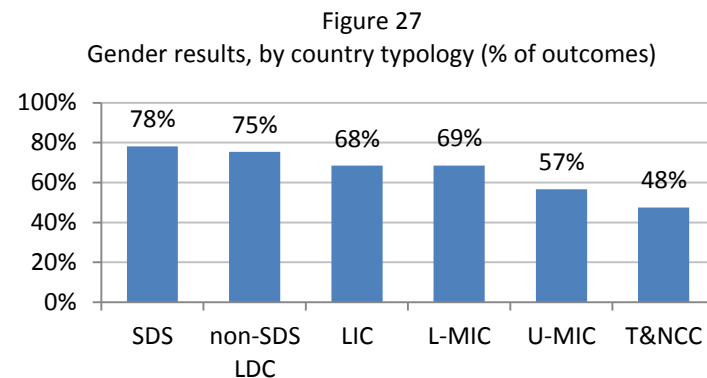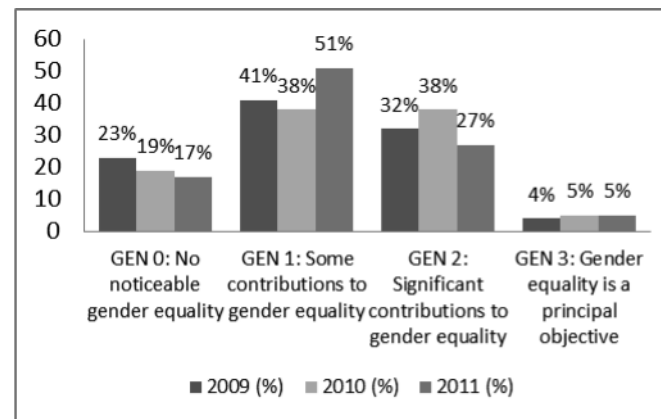
emerging donors such as Korea (where UNDP is partnering to provide gender responsive economic policy making services across the region) are proving to be valuable partners in the promotion of gender equality as they continue to face their own challenges but have successes to offer. There is an opportunity to explore these types of partnership with others of similar typology.

149. The Gender Marker rates budget allocations by project (output), against the following:

- Gender Rating 3 (GEN 3): Gender equality is a principle objective of the output

- Gender Rating 2 (GEN 2): Gender equality is a significant objective of the output

- Gender Rating 1 (GEN 1): Outputs that contribute in some way to gender equality, but not significantly

- Gender Rating 0 (GEN 0): Outputs are not expected to contribute noticeably to gender equality

150. The 2011 results from the Gender Marker reflect results reported in the ROAR, as shown in Figure 28. These results show that over two-thirds of projects were reported to be making some or more contribution to gender equality. 32% of outputs made a significant or principal contribution to gender equality (GEN2 and GEN3) – a downward trend from 43% in 2010 and 36% in 2009. However, 51% made some contribution to gender equality (from 38% in 2010 and 41% in 2009) and 17% made no noticeable contribution to gender equality – from 19% in 2010 and 23% in 2009.

151. The biggest challenge is reflected in investments that are making a significant contribution to gender equality (GEN 2). This trend is reflected in the findings of the Mid-Term Review of the Gender Equality Strategy (2008-2013), which show that despite significant programme successes, the full realisation of gender mainstreaming at the country level remains uneven. In particular, within the area of Poverty Reduction, it noted that there should continue to be investments in building national counterpart capacity to integrate gender in economic planning processes, an area where UNDP has a clear value added. It also noted that more needed to be done to build national capacity in disaggregated and gender statistics, and that UNDP needs to do a better job of using these statistics. In this regard, UNDP could do better to ensure that gender equality considerations are addressed in all Human Development Reports, irrespective of their individual themes, as report findings spark critical programme actions at the country level.

152. External evaluations also show mixed results and lessons for UNDP on gender equality work: CIDA's evaluation found that "UNDP's effectiveness in supporting gender equality is positive;" while AusAID noted that "a sound gender policy is credibly applied in programs." DfID's Multilateral Aid Review in 2011 found that "there is strong leadership and there are good incentive mechanisms on gender, but strengthened delivery depends on continued effort and building skills across the organisation." With this in mind, an internal assessment of the UNDP Gender Marker (successes, challenges and the way forward) is currently being prepared alongside further analysis of the ROAR gender results including outcome indicator reporting and the use of sex disaggregated indicators. This will lead to recommendations on improvements that can be made throughout the project and programme cycle and feed into the development of the second Gender Equality Strategy, which will begin later in 2012 alongside the development of the 2014-17 Strategic Plan.
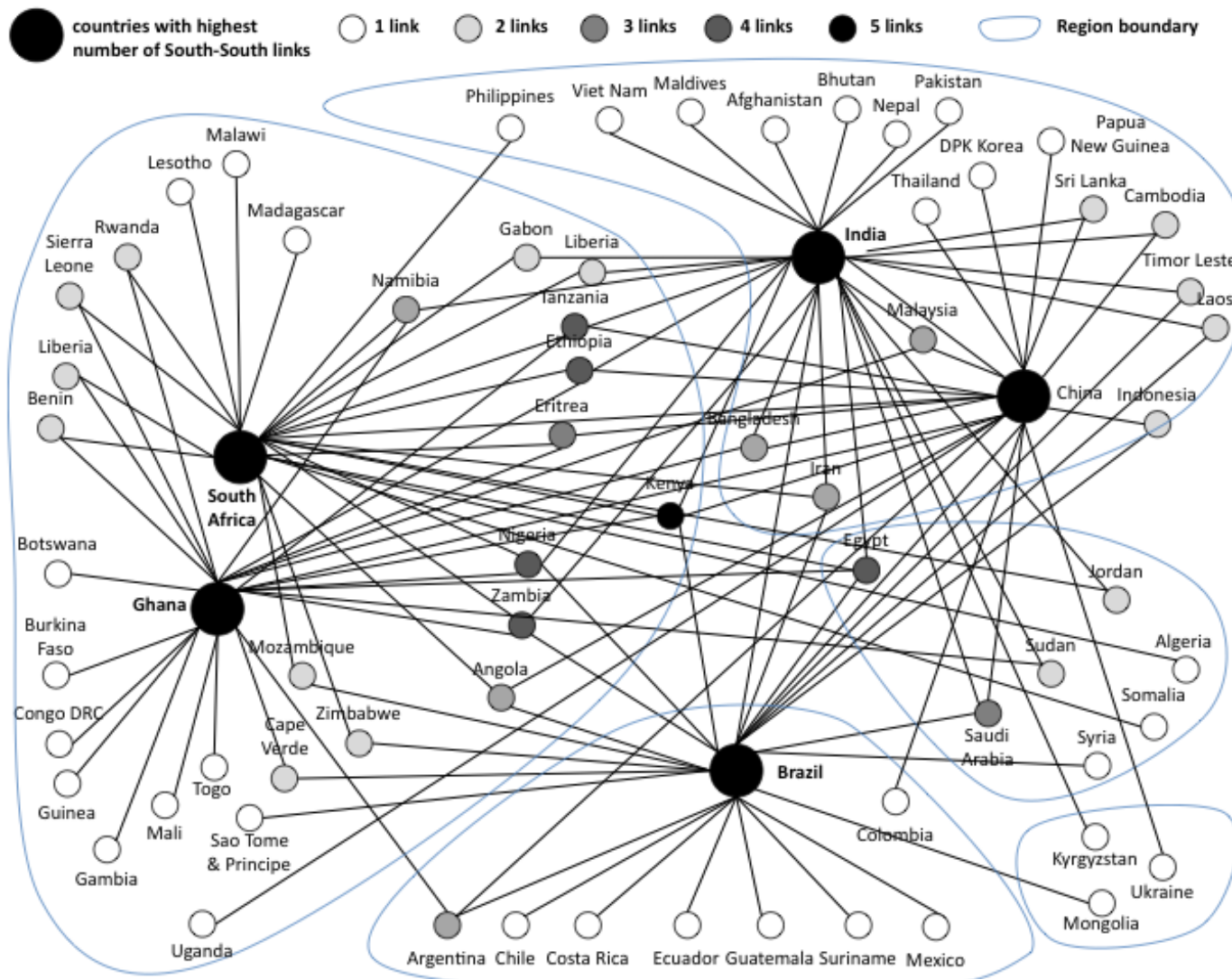
v. South-South

153. South-South partnerships open important avenues for connecting countries and knowledge. In a review of ROAR reporting data from 2011, a high level of South-South cooperation was reported. This data shows that UNDP is supporting 102 countries (81% LIC, 76% MIC, 54% NCC) to *provide* experiences and knowledge to other developing countries, with 122 countries (97% LIC, 97% MIC, 70% NCC) *receiving* the benefits of these experiences.

154. Figure 29 illustrates the large scope of effort in the area of South-South interaction. Using data as reported in the 2011 ROAR, this figure shows the country-to-country South-South information-sharing links from the 5 countries with the highest number of reported links (Brazil, India, China, South Africa,

and Ghana). These links are not directional, i.e., they are not necessarily showing information sharing *from* the top 5 to other countries, but information sharing *with* the top 5 countries. All of these top 5 countries had over 25 South-South country interactions in 2011. The darker shading of a country in the figure illustrates increasing numbers of links from the top 5 countries to that country. For example, all of the top 5 countries have South-South links with Kenya, though only South Africa has a South-South link with the Philippines. The region with the most number of countries involved in South-South partnerships with the top 5 is RBA, while RBEC has the fewest.

155. Partner assessments also support UNDP's efforts in South-South cooperation. AusAID's evaluation found that "UNDP's work on south-south cooperation, environment and climate change (to name just a few) are further areas where UNDP fills knowledge gaps or develops innovative approaches." The El Salvador ADR notes, "Without doubt, UNDP in El Salvador has used its global network to the design of new interventions incorporating lessons learned from UNDP programs in other countries, but also to convey their own experiences and lessons learned," and "these actions have supported the efforts of UNDP national and subregional initiatives to address the challenges of human development from the particular and the collective."

**Figure 29: South-South cooperation links between countries in 2011
for the 5 countries with the highest number of reported South-South links
(source: ROAR reporting)**

vi. Value for Money

156. UNDP is strongly committed to exercising accountability over the use of public funds, being responsive to the needs of beneficiaries whom we serve and demonstrating the value of what we do with the funds entrusted to us. UNDP's approach to value for money is grounded in the interrelated tenets of development effectiveness, programmatic efficiency, transparency, and accountability, as well as partnerships. Our support to countries is aimed at strengthening national capacities, so that governments can effectively and efficiently own, lead, and manage their development processes, while achieving sustained results for their populations.

157. Given UNDP's central role in UN co-ordination and coherence within the multilateral context, promoting value for money is part of our common and shared UN effort to promote aid effectiveness, including ownership, transparency, results and mutual accountability. Our work in this regard in 2011 was informed by the joint UNDG-HLCM study on "Common Principles of Results Reporting" published in July 2011. UNDP's approach to value for money is informed by four main elements: results-orientation, better use of evidence, cost-effectiveness, and transparency and accountability.

158. Our drive for results is central to our approach to achieving value for money. UNDP is committed to better defining, monitoring and reporting our contribution to development results including our ongoing work to improve the results logic under the road map to the next Strategic Plan. That is why UNDP revised its Development Results Framework in the Midterm Review of the Strategic Plan, to include a tighter set of corporate outcome and output indicators, reported against in this document. UNDP also introduced a new Annual Business Plan and improved our Results Management Systems. Projects under the Agenda for Organisational Change are also looking at improving UNDP's quality assurance mechanisms, and the quality of programme management and policy support.

159. Better use of evidence is critical to ensuring value for money, so that knowledge and lessons learned lead to more effective management practices, and ultimately help us achieve our intended results. UNDP's programming procedures include appraisal of evidence as well as guidelines for assessing options for economy and efficiency. UNDP results reported here are supported by evidence from evaluations. Furthermore, UNDP's work includes support to national governments to produce statistics, monitor, and assess their own development interventions.

160. UNDP strives to achieve transformational change in a cost-effective manner. UNDP has introduced expenditure control mechanisms to contain and further reduce expenditure as approved by the Executive Board. We are able to report that UNDP has reduced the volume of its administrative budget by 12.3 per cent, which corresponds to an unprecedented US$ 120.1 million effective gain for the next biennium. This is equivalent to a five per cent overall reduction from the 2010-2011 institutional budget. UNDP's global management expenditure ratio, a key indicator of value for money is projected at 8.8 per cent for the biennium 2010-2011, a highly competitive ratio by international standards. We are further improving our management efficiency ratio, having established a target of 8.7% for 2012-13. To achieve more savings we have implemented several projects under our Procurement Roadmap to strengthen and streamline procurement as well as recruitment procedures under the Agenda for Organisational Change.

161. Lastly, as a multilateral organisation we have to be particularly cognizant of our accountability to our governing bodies, partners and beneficiaries whom we serve. Our adoption of IPSAS in January 2012 will enable UNDP to provide its partners with significantly improved financial information. We are committed to the International Aid Transparency Initiative and to an enhanced audit disclosure policy.

162. Evidence shows that UNDP's efforts to ensure value for money are paying off, although there is still work to do. DfID's Multilateral Aid Review rated UNDP in the "good" category with respect to value for money, while noting "country evidence points to mixed progress on demonstrating cost-efficiency." AusAID found that the "capacity to assess value for money is limited by the lack of timely and appropriate results data," although "UNDP's improved results based management system and its overall transparency will help to improve value for money and cost effectiveness."

163. UNDP is developing a better understanding of costs and results, so that we can make more informed, evidence-based choices and ensure the optimal use of resources. The 2011 ROAR reporting template included a specific question on value for money that will help us develop a baseline for improved results in this area.

164. Preliminary analysis of this data shows that UNDP country offices are striving to achieve Value for Money through:

- Delivery of results with modest resources
- Resource mobilisation and leveraging (e.g. by using UNDP expertise and influence to leverage additional resources for national initiatives);
- Greater programme efficiency (e.g. through consolidation and rationalisation of the programme structure);
- Operational efficiency (e.g. reducing overheads)
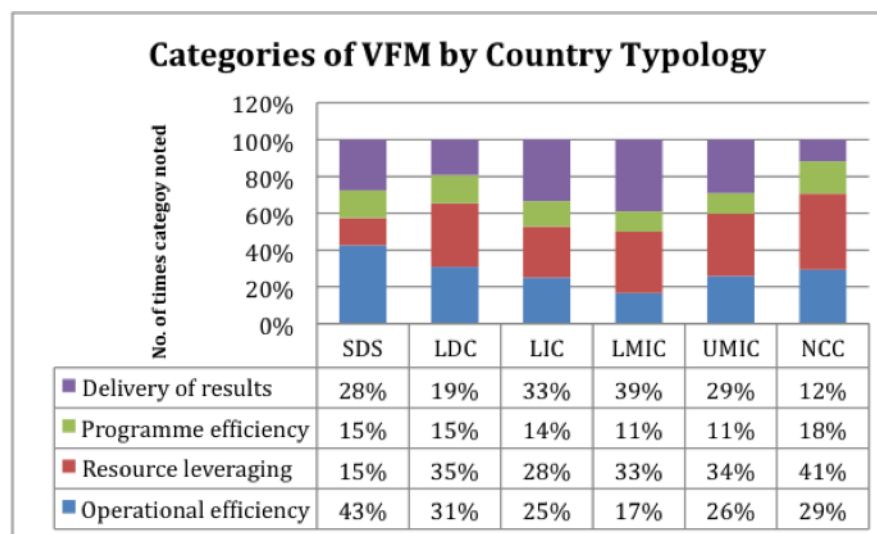
Figure 30

165. Around one third of country offices provided good examples of delivery of results with modest resources. For example in Serbia UNDP mobilised leading world experts for less than USD 50,000 to assist with drafting the Law on Professional Rehabilitation and Employment of Persons with Disabilities. The Law introduced an obligatory quota for employers with over 20 employees, and as a result the number of persons with disabilities who found jobs increased in 2011 to over 3,500, compared to 400-600 before the Law was enacted.

166. A recently completed outcome evaluation of UNDP work in democratic governance in India reported that: "although UNDP's funds are very small, they can yield a major return if tactically applied. As one informant put it, 'UNDP's money is small, but can have big impact'. Annual UNDP support of approx. US$ 0.5 million to 1 million dollars has ensured that the national programme, Mahatma Gandhi National Rural Employment Guarantee Programme, with an annual budget of $8.5 billion has improved implementation".

Categories of VFM by Country Typology

	SDS	LDC	LIC	LMIC	UMIC	NCC
Delivery of results	28%	19%	33%	39%	29%	12%
Programme efficiency	15%	15%	14%	11%	11%	18%
Resource leveraging	15%	35%	28%	33%	34%	41%
Operational efficiency	43%	31%	25%	17%	26%	29%

167. Another third of value for money examples from country offices show how UNDP's expertise and influence can be catalytic by leveraging additional resources for development initiative. In Croatia, a programme called COAST funded by the Global Environment Facility uses small amounts of project funding to leverage far larger sums through in-kind contributions from coastal entrepreneurs, green loans provided at subsidised rates by partner banks, and support from Dalmatian counties. So far, $2.5 million invested in grants, technical assistance and a partial guarantee scheme have mobilised an additional $20 million in complementary private sector funding. This model has generated 79 green businesses that are demonstrating the potential for small businesses that provide livelihoods by protecting the natural environment and the native traditions of the Dalmatian coast, rather than by destroying them.

168. Country offices are using new corporate procedures effectively to save money and time, for example in 2011 in Liberia the UNDP Country Office used the Fast Track Procedures in procurement to deliver election materials for the Government in about 3 weeks for a process that would have normally taken 2 to

3 months. This did not only save time, but enabled the government to successfully conduct the 2011 Presidential and legislative elections in a cost effective way. Meanwhile in Panama the UNDP Country Office registered a reduction of over 20% in operating costs through an operational efficiency plan that included the renegotiation of the costs of connectivity services, communications, use of tools and equipment according to corporate guidelines.

169. By country typology, Figure 30 shows that Low-Income Countries (LIC) are focusing predominantly on improving operational efficiency, with resource leveraging and catalysing results in second place. Middle-Income Countries (MIC) focus predominantly on maximising modest resources for catalytic change and leveraging additional resources, with operational efficiency in second place. And in Transition Countries (T&NCC), effort is primarily focused on leveraging resources.

170. At the time of writing, UNDP is conducting more in-depth analysis of the trends and the specific examples of value for money innovations to guide future action.

(d) Institutional results

i. Management results framework

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
Management recurring				
Effective leadership and direction provided to advance the mandate and mission of UNDP **(Corporate sponsor – ExO)**	Degree to which Strategic Plan institutional results are achieved *(Source: Annual Report of the Administrator on the Strategic Plan Baseline: 40% of the Strategic Plan institutional results achieved 40% partially achieved, 4% not achieved*[10]*)*	70% achieved 20% partially achieved	85% achieved 10% partially achieved	Current indicator measure: 47% The current indicator measurement represents the percentage of institutional results output indicators meeting or exceeding their 2012 target values. Over the last year, the Executive Office has strengthened the decision making focus of the Executive Group, the organisation's premier decision making body, through revised Terms of Reference reflecting the directions identified in the Agenda for Organisational Change in relation to improved decision making and accountability, as well introducing quality guidelines for submissions and a decision implementation tracking system. Under the Executive Groups' leadership, the development of the first Annual Business Plan, and associated Bureau and CO level IWPs, along with regular monitoring of progress have: improved the organisation's ability to think and act as One UNDP, with stronger links between priorities and actions; supported a more substantive dialogue,

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[10] This assessment is based on a preliminary analytical review of the annual progress report of the Strategic Plan Institutional Result Framework. Several results are not yet available.

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
				communication and collaboration between Central and Regional Bureaux and between the latter and COs; led to a more complete, transparent and balanced approach to accountability; are fostering a more flexible organisation, with the attitudes and practices that let it adapt quickly to changing conditions; and will ultimately support better results and a better 'narrative' about the difference UNDP is making. Performance Agreements between the Administrator and the ASG's now reflect delivery against core corporate competencies as well as the achievement of individual results linked to Bureau and the Annual Business plans. UNDP has made good progress on its Good to Great agenda since June last year and there is a strong commitment to change within the organisation. The identification of medium term strategic priorities, linked to the Strategic Plan, the rollout of a strengthened corporate strategic planning system and the development of the first Annual Business Plan are clear steps forward in UNDP being more strategic, forward looking, accountable and results oriented. Procurement and recruitment packages were rapidly rolled -out to streamline processes, provide flexibility and deliver real improvements to country office operations. The pace of reform will be maintained in 2012 with action underway on continuing to refine the systems architecture at headquarters so that UNDP operates as an integrated, forward looking, result-focused organisation, improve programme effectiveness and oversight, and deliver faster, lower cost and higher quality business processes.
	Percentage of partners perceiving UNDP as an effective contributor to the focus areas • MDGs, Poverty *(Baseline: 72%, 53% respectively)* • Democratic Governance *(Baseline: 60%)*	MDGs: 75% Poverty: 60% Dem. Gov: 65% CPR: 60% E&E: 60%	MDGs: 75% Poverty: 60% Dem. Gov.: 65% CPR: 60% E&E: 60%	Current indicator measure: Pending This data is based on the Partnership Survey, the next version of which will be conducted in late 2012.

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
	• Crisis Prevention and Recovery *(Baseline: 50%)* • Energy and Environment *(Baseline: 59%)* *(Source: Partnership Survey, 2009)*			
	Management efficiency ratio *(Source: Executive Balanced Scorecard)*	Target under development[11]	Target under development	Current indicator measure: the ratio of expenditure related to management activities over total expenditure was 7.43% While this is higher than the 2008-2011 ratio of 7.23% derived from strategic plan estimates adjusted in alignment with the classification of activities per Executive Board decision 2009/22, it represents an improvement compared with the 2008-2010 ratio of 7.71%
Improved accountability for achieving results at Country Office, Regional and Programme Bureaux levels **(Corporate sponsor – RBx)**	Percentage of Country Offices performance indicators that are satisfactory (*Source: Regional Bureaux Balanced Scorecard – Baseline: 38% achieved; 38% partially achieved in 2009*)	45% achieved	55% achieved	
	Percentage of outcomes that are reported as either on-track or achieved *(Source: Executive Balanced Scorecard – Baseline: 72.9%)*	80 %	90 %	Current indicator measure: 79% 79% of outcomes in 2011 were reported as having been achieved or showing positive change; with an additional 20% of outcomes showing no change but with project outputs proceeding as planned.
	Percentage of evaluations with management responses *(Source: Executive Balanced Scorecard – Baseline: 84.1%)*	90%	95%	Current indicator measure: 95% collective percentage for independent and decentralised evaluations (82% for management responses to 74 independent evaluations since 2006; and 96% for management responses to 1,010 decentralised evaluations since 2008)
	Percentage of risk based audit reports with unsatisfactory ratings *(Source: OAI Database - Baseline: 12% unsatisfactory)*	less than 15%	less than 15%	Current indicator measure: 8%
UNDP human	Staff satisfaction with work	75 %	75 %	Current indicator measure: Pending

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[11] Pending results of Country Office Workload Study

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
resources effectively managed to attract, develop and retain a talented and diversified workforce **(Corporate sponsor – OHR/BoM)**	environment (*Source: Executive Balanced Scorecard/Global Staff Survey – Baseline: 66%)*			This data is based on the Global Staff Survey, and the indicator will be measured following the next survey Based on the 2010 Global Staff Survey, the overall staff satisfaction with the work environment in UNDP was of 66%.
	Gender Balance - All levels (*Baseline: Int'l professionals: 45% female)* - D1 and above (*Baseline: 39% female)* (*Source: Executive Balanced Scorecard/Global Staff Survey)*	**All levels** female: 48% **D1 & above** female: 42%	**All levels** female: 50% **D1 & above)** female: 45%	Current indicator measure: 42% for all levels, 38% for D1 and above In 2011, gender balance was maintained at about the same level as in 2010 among the middle (66% male and 34% female) and senior (62 % male and 38% female) managers. It is expected that relevant initiatives to be implemented under the People Capability Project and other measures will contribute to further improvements. The balance at all levels of international professional staff was 58% male to 42% female. In 2011, UNDP took further steps to promote diversity among its workforce. In line with the objective of attaining full gender parity in the organisation by 2015, developing career paths for women is a critical element of the People Capability Strategy. A series of additional measures are currently being considered to facilitate better integration of personnel with disabilities.
	Client satisfaction with the quality of Learning and staff development Products and services. (*Source: Products and Services Survey – Baseline: 60%)*	70%	70%	Current indicator measure: Pending This data is based on the Headquarters Products and Services Survey, and the indicator will be measured following the next survey Based on the 2010 Products and Services Survey: • 64% staff were satisfied with the learning resources support; • 62% with learning advisory services; • 67% with the Learning Management System (LMS); and • 68 % with LMS Support (Help Desk). Staff development and professionalisation remained a key corporate priority in 2011. A comprehensive IPSAS learning programme was implemented and made a critical contribution to the overall success of the IPSAS launch in January 2012. More than 1000 staff befitted from IPSAS face-to-face workshops alone. A comprehensive multi-tier procurement certification programme continued, with 46 certification courses having been delivered in 2011. Revisions of the finance

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
				and HR certification courses as well as evaluation of the Virtual Development Academy (VDA) programme are underway. The senior level Leadership Development and Management Skills programme MSP was launched in early 2011, in addition to the entry and mid-level programmes. As of to-date, close to 300 staff, including 58 senior managers benefitted from the three levels of the programme.
	Average time taken to fill eligible vacancies (candidate pools and other IPs) *(Source: OHR Database – Baseline: 18.5 weeks for fixed-term appointment; N/A candidate pools)*	12 weeks for FTA; 60 days for candidate pools	12 weeks for FTA; 60 days for candidate pools	Current indicator measure: 13.4 weeks for internal candidate FTAs, 21.7 weeks for external candidate FTAs; 25 days for candidate pools The recruitment time for international fixed-term appointments (FTAs) has been reduced by close to six weeks for both internal and external candidates. With regard to recruitments through the Candidate Pools, the last Compendium was published on 9th March, with the selections having been reviewed on 28 March (within 25 days).
New and strategic partnerships developed and communications focus enhanced for more strategic positioning of UNDP **(Corporate sponsor – PB)**	Percentage of country office websites compliant with corporate standards *(Source: Executive/ PB Balanced Scorecard – Baseline: 71%)*	82%	93%	Current indicator measure: 72.5%
	Number of new and strategic partnership agreements, plans and/or modalities launched with emerging global powers. *(Source: New Strategic Partnerships Progress Tracker – Baseline: N/A)*	5	11	Current indicator measure: 3 In 2011, UNDP signed strategic partnership agreements with 3 countries (Mexico, South Africa and Turkey). The agreements seek to foster global development partnerships in support of other developing countries to accelerate progress on the internationally agreed development goals including the MDGs through enhanced South-South, triangular and other cooperation modalities. These partnership agreements, and those signed in 2010 (with China and Brazil), are in different stages of implementation. Initial progress made at the country level the establishment of the Istanbul International Center for Private Sector in Development (IICPSD) and building up its programmatic activities. With China, UNDP and China started pursuing joint work on the pilot programme in Cambodia in the area of capacity building on agricultural development and convened the China-Africa Development and Poverty

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
				Reduction Conference in Addis.
	Number of new strategic platforms and/or alliances launched with foundations, private sector, civil society organisations and other partners (*Source: PB Balanced Scorecard – Baseline: 10*)	10	11	Current indicator measure: 20 (8 Private and 12 CSO) In 2011, the Private Sector Division estimated to have been part of or taken the lead in organising 8 new high-level platforms and alliances. The general overview on the nature of platforms and alliances is depicted in the table below. In 2011, total number of partnerships and alliances for private sector was eight and these alliances successfully engaged a wide network of stakeholders in international multilateral development cooperation including private sector, UN member states, regional economic commissions, and foundations. The objective was to effectively expand the engagement of the pro poor in development. Partnerships of note, included participation in the working groups of the high level commission on aid effectiveness, G20 as well as in various UN forums and platforms. In Africa, UNDP expanded its outreach to the six regional economic commissions, organised Africa Agro Business Forum with more than 400 agro business companies based in Africa. The Business Call to Action expanded its donor base and outreach to the private sector companies and the Istanbul Centre was established to foster South-South alliances and knowledge sharing for private sector development. The following is the present status for 12 new CSO partnerships: - Africa Civil Society and Governance Assessment Forum: Four CSOs, including with CIVICUS (signed MOU) - CSOs, under the Platform HD initiative: Nepal (2 CSOs), Ethiopia (1 CSO), El Salvador (2 CSOs), Mozambique (1 CSO), Global (1 CSO) Regarding partnerships of note for 2011, UNDP organized the Africa Forum on Civil Society and Governance Assessments in Dakar in November in collaboration with relevant UNDP Bureaux / Regional Centres and four CSOs. Over 130 participants and panelists participated, including technologists/private sector and CSOs, governance

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
				practitioners, academics and think tanks and UNDP staff from 32 UNDP COs. Strategic partnerships were forged / continued under the flagship Platform HD initiative underway in six countries to promote civic engagement with the government and UNCTs on the MDGs and human development. UNDP continued its long-standing partnership with CIVICUS to support participatory civil society assessments in a number of countries.

Alliances/Platforms	Activities
Business Call to Action expanded its donor base	Organised 36 events/platforms for business outreach to private companies
Istanbul Centre in Turkey established with Government of Turkey	South-South alliances for private sector development
Busan	Co-organiser of the Private Sector Forum in cooperation with Govt of South Korea
	Public private sector collaboration for Development: Supporting core group in developing and implementing the Busan Building Block on public private collaboration for development (2012-2015)
G20	Inter-agency Working Group on the private investment and job creation pillar of the G20 Multi-Year Action Plan on Development
Least Developed Countries	High-level forum on public private cooperation and inclusive growth for the LDCs, 4th UN conference on the LDC's, Istanbul
Better than Cash Alliance with USAID and a number of private sector/foundations (Citi Foundation, Visa, Gates etc.)	Haiti report on 15 agencies involved in disbursement of cash transfers Global database of government to people payments

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets	
				Africa Facility for Inclusive Markets (AFIM)	Organised Africa Agro Business Forum in Johannesburg, October 2011 (400 plus companies)
				Estimated total number of partnerships and alliances:	**8**
Programmatic needs supported by effective and efficient financial, ICT, procurement and administrative policies, procedures and systems **(Corporate sponsor – BoM)**	Percentage of BoM Balanced Scorecard indicators with satisfactory ratings *(Source: BoM Balanced Scorecard – Baseline: 32% achieved; 57% partially achieved in 2009)*	50% achieved	60% achieved	Current indicator measure: 69% achieved Of the total indicators available in the 2011 BSC for BoM, 62% are achieved ("green") and 15% are partially achieved ("yellow").	
	Percentage of operating units meeting financial data quality standards, including compliance with IPSAS *(Source: Financial Data Quality Dashboard – Baseline: 85%)*	90%	90%	Current indicator measure: 83% As of the fourth quarter of 2011, 116 out of 139 COs were in the "Acclaim" category (83%) of the Comptroller's List reflecting high standards of financial management. Given stricter standards established in April 2011 for some elements of financial management, this level of performance is encouraging. IPSAS were successfully launched throughout the organisation in January 2012, as planned. In order to ensure continued high standard performance in IPSAS environment, an IPSAS dashboard is being developed to monitor the performance of COs in various IPSAS tracks.	
	Percentage of internal audit and UNBOA audit recommendations implemented by target completion date *(Source: Executive /BoM Balanced Scorecard – Baseline: OAI 75.7%, UNBOA 90%)*	OAI: 90% UNBOA: 90%	OAI: 90% UNBOA: 90%	Current indicator measure: OAI = 92.7%, UNBOA = 85% As reported by the Office of Audit and Investigation (OAI) in its annual report to the Executive Board (DP/2012/13), the overall internal audit implementation rate as of 31 December 2011 was 92.7%. This covers all reports issued during the last 5 years from 1 January 2007 to 30 November 2011. The implementation rate of the UNBOA recommendations for the biennium 2008-2009 was 85% as of December 2011. The remaining audit recommendations are being validated as part of the final audit of UNDP. The UNBOA implementation rate will be finalised when UNBOA finalises its final audit in July 2012.	
	Percentage of users satisfied with	65%	70%	Current indicator measure: Pending	

Annexes to the Annual Report of the Administrator: performance and results for 2011

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
	ICT services and tools *(Source: BoM Balanced Scorecard – Baseline: 58% in 2009)*			Based on the Overall Quality Index Report of the 2010 Products and Services Survey (no Products and Services Survey was conducted in 2011), 75% of clients were satisfied with corporate ICT services and tools.
	Percentage of ACP and RCP procurement cases approved upon first submissions. *(Source: ACP Database – Baseline: 70%)*	75%	75%	Current indicator measure: 78% Tangible improvements took place in the procurement performance of Country Offices in 2011: of 990 cases submitted to ACP in 2011, 775 cases were approved upon the first review (78.28%). The implementation of a simplified review process resulted in the time saving of approximately 1 month for cases below US$ 1 million. For the very large procurement cases above US$ 1 million that are reviewed by the Advisory Committee on Procurement (ACP) in headquarters, UNDP saved at least 6 weeks. Development of a new system for the delegation of procurement authority, including a tool for the assessment of CO capacity, will provide greater authority to offices with proven capacity. Completion of the new policy on micro-purchasing significantly aims to facilitate low value procurement (up to US$ 5,000) by all UNDP offices. The e-tendering module in Atlas piloted in 2011 improves ability of UNDP to reach prospective suppliers of goods and services more effectively, saving time and resources. Procurement oversight is being further streamlined through the roll-out of a new ACP-Online system. To help UNDP Office with any procurement-related issues, a new Procurement Helpline was launched and mobilises on-demand advice from an extensive expert network. Combined with the mandatory procurement certification for certain categories of staff, these measures resulted in tangible improvements in the procurement performance of Country Offices.
Security for staff and premises and a safer environment for programme delivery enhanced **(Corporate sponsor**	Percentage of country offices meeting minimum operations security standards (MOSS) *(Source: Executive / BoM Balanced Scorecard – Baseline: 63%)*	75%	80%	Current indicator measure: 69% Compliance with the minimum operating security standards (MOSS) have increased from 62% in 2010 to 68.8% in 2011. This increase is due to further investment in preparedness and improvements in the security assessment mechanism. US$ 6.9 million was provided for relocations to safer premises,

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
– Security Office/BoM)				strengthening of premises, and addressing any deficiencies related to staff safety.
	Percentage of country offices meeting Business Continuity Plan requirements (*Source: Executive / BoM Balanced Scorecard – Baseline: 79.6%*)	90%	95%	Current indicator measure: 65.2% Due to increased emphasis by the organisation on developing, regular updating and testing of the Business Continuity Plans (BCPs), 65.2% Country Offices reported that their BCPs had been updated and tested. This indicator measure is below the baseline value of 79.6% due to the definition of more demanding criteria to meet BCP requirements.
Independent corporate oversight and reasonable assurance provided on the adequacy of internal controls of UNDP resources and on the effectiveness and efficiency of UNDP contributions in support of the achievement of development results **(Corporate sponsor – OAI/Evaluation Office)**	Number of risk-based audit reports of country offices, programmes, projects and other business units and functions issued per year *(Source: OAI Database – Baseline: 69)*	74	74	Current indicator measure: 83
	Timely review of NGO/NIM audit reports and issuance of review letters (*Source: OAI Database – Baseline: 70% in 2009*)	75%	75%	Current indicator measure: 80%
	Timely completion of programme evaluations (ADRs, regional, global, South-South) for management and Executive Board consideration before approval of the new programme *(Source: EB Website – Baseline: 93% for management 100% for Executive Board)*	100% for both	100% for both	Current indicator measure: 80% The Executive Board approved programme of work for the Evaluation Office included 15 ADRs for 2011. Out of these, 12 were completed. Final evaluation reports of these completed evaluations were shared with the country office management in time for the preparation of their next country programme documents. ADRs completed in 2011 covered the following country programmes: Costa Rica, Democratic Republic of Congo, India, Liberia, Moldova, Nepal, Pacific Islands (Fiji and Samoa), Papua New Guinea, Sri Lanka, and the United Arab Emirates. The three incomplete ones were Mali, Mexico and Nigeria. ADR Mali was initially dropped because of shortage of capacity in the Evaluation Office. Later, due to the security situation in the country, ADR Nigeria was cancelled after the completion of the

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
				initial phases of the evaluation. ADR Mexico was also discontinued following initial preparations since the UNDAF and the UNDP Country Programme were extended for one additional year.
	Timely quality ratings of all planned decentralised evaluations and issuance of rating report *(Source: Evaluation Resource Centre – Baseline: N/A)*	Target under development	Target under development	The revised Evaluation Policy makes it mandatory for the Evaluation Office to quality assess all decentralised evaluations conducted by UNDP programme units. After Board endorsement of the revised Evaluation Policy in January 2011, Evaluation Office developed a quality assessment (QA) tool for decentralised evaluations. This tool was developed in consultation with the regional bureaus and policy units. Since the finalisation of the QA tool, Evaluation Office has quality assesses 135 decentralised evaluations. This was done retroactively for all evaluations completed in 2011. Besides these, reviews of 63 terminal evaluations of GEF projects were also completed. The criteria set by the QA tool do not cover joint evaluations; consequently such evaluations were excluded from this quality assessment exercise. Since this is the first round of the comprehensive quality assessment exercise conducted by the Evaluation Office, individual QA reports will be shared with the decentralised units after the presentation of the overall quality assessment report in the ARE this year.

Management non-recurring				
To be determined				

Accountability for achieving results

171. In 2011 UNDP continued to pursue a proactive approach to accountability and organisational transparency. Following intensive preparation throughout the year, the International Public Sector Accounting Standards (IPSAS) were successfully launched on 1 January 2012. The use of IPSAS is expected to enhance UNDP's financial reporting and increase transparency of UNDP operations. As part of the International Aid Transparency Initiative (IATI) initiative, which seeks to establish a common standard for disclosure of financial data and documents to assist developing countries to better plan, budget, monitor and account for development assistance, the first set of the UNDP financial data was completed and publicly released. Continuous efforts to improve financial management led to positive results: 73% of country offices are in the acclaim category. By the end of 2011, there has been reasonably good

progress in eight of the top 10 audit areas, with residual issues being addressed through well-planned management interventions. As of January 2012, the implementation rate of the UNBOA recommendations is 90%, and of the OAI recommendations - 86%.

172. In line with Executive Board decision 2008/37, the Office of Audit and Investigation (OAI) started to publish on the UNDP website a list of all issued internal audit reports. Members States may use this information to request confidential access to reports of their choice. Going forward, Member States will be able to request access to a password-protected website, which contains the Executive Summaries of all project audit reports, in line with the EB decision 2011/23.

Effective human resources management

173. In 2011 UNDP focused on more effective attraction, retention and placement of staff demonstrating the highest standards of competence and integrity. Specific measures to enhance talent management in the organisation included the implementation of "Candidate Pools", which significantly accelerated recruiting, evaluating, and filling senior management positions at the country level, and is contributing to enhancing the professionalism of senior managers in UNDP country offices. In addition, streamlining measures have saved on average six weeks in the process of recruiting international fixed-term staff.

174. In line with the objective of attaining full gender parity in the organisation by 2015, women currently account for 50% of the overall UNDP workforce and 44% of all UNDP international professionals. Achieving and maintaining an equitable representation of women at the senior and middle management levels remains a priority. Women hold 36% of posts at both these levels. Developing career paths for women will be a critical element of the new People Capability Strategy. A series of measures are also being considered to facilitate the integration of staff with disabilities.

Effective administrative policies, procedures, and systems

175. A recent review of the Fast Track Policies and Procedures (FTP) for special situations confirmed that UNDP has significantly increased timeliness and speed in responding to large scale disasters (e.g. Haiti, Pakistan), smaller-scale localised crises (e.g. Nigeria, Tajikistan, Honduras), protracted crises (e.g. Sudan, Somalia, Colombia) and in cases of political instability or elections when strategic and time-critical response was needed (Yemen, Tunisia, Guinea).

176. The implementation of a simplified review process in procurement resulted in the time saving of approximately 4 weeks for procurements under US$1 million, and at least 6 weeks for procurements over US$1 million. A new system for the delegation of procurement authority, including a tool for assessment of country office procurement capacity, will preserve accountability while increasing efficiency. Procurement oversight is being streamlined, and a new Procurement Helpline mobilises on-demand advice from an extensive expert network. Combined with mandatory procurement certification for certain categories of staff, these support measures resulted in tangible improvements in the procurement performance of country offices.

177. Timely development and approval of the 2012-2013 Institutional Budget strengthened linkages between management and development results, and the alignment of resources allocation with organisational priorities. Progress was made in the development of the second review of the Programming Arrangements, with a series of options developed to ensure more effective allocation of development programme funding. Work is on-going on the formulation of the integrated resource management framework as well as on the integrated budget, which UNDP is working on jointly with UNFPA and UNICEF.

Security of staff and premises

178. With an increased number of threats to UNDP personnel and premises, the organisation continued to address safety and security as a matter of highest priority. As part of the UN security management system, UNDP modified its approach to safety and security and revised both the UNDP internal Security

Policy and the Framework of Accountability in Security Management. Changes were also made in the crisis response mechanisms: the Executive Team chaired by the Associate Administrator lead UNDP response in a number countries in protracted crisis or other special situations. In addition, new Regional Crisis Boards were established to deal with complex and multiples emergencies in several regions.

179. Because of further investment in preparedness and improvements in the security assessment mechanism, compliance with the minimum operating security standards (MOSS) increased from 62% in 2010 to 68.7% in 2011. US$6.9 million was provided for relocations to safer premises, strengthening of premises, and addressing any deficiencies related to staff safety. Increased emphasis was also placed on developing, updating regularly, and testing Business Continuity Plans (BCPs). During the latest survey, 95 offices reported that their BCPs had been updated and tested.

ii. UN coordination results

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
United Nations development coordination				
UNDP management of the resident coordinator system enhanced **(Corporate sponsor – PB)**	Percentage of completed UNDP actions in response to the Management and Accountability System Report and Implementation Plan *(Source: PB Balanced Scorecard – Baseline: 80%)*	90%	100%	Current indicator measure: 100% As indicated in UNDP's response to the Progress Report on the Management and Accountability System (MAS) Implementation Plan, UNDP has taken all actions requested by the Management and Accountability System as reflected in the UNDG Management Response to the Management and Accountability System review. UNDP has fully delivered results for a functional firewall. The implementation plan specifically called on UNDP to review the appraisal of RRs, RCs and CDs to ensure the integrity of their respective job and RC/RR and CD job descriptions have been updated to ensure the integrity of their respective functions. The RC being responsible for mobilising resources for the system while the CD remaining responsible for mobilising resources for UNDP has been fully implemented. While the RC/RR is assessed by the UNDG regional team, UNDP assesses the CD separately on his/her own performance. RDTs have made great progress drawing on technical assets of the agencies to contribute to substantive collaboration. The Peer Support Group Mechanism, with staff members from regional offices, actively supports and engages with UNCTs in UNDAF roll-out countries. RCs, heads of regional UNDG teams, and the UNDG Chair have ensured the maintenance of the distinction between their

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
United Nations development coordination				
				responsibilities as UNDP or UNDG. Delivery of the firewall is also evident through country, regional, and HQ levels reporting mechanisms. While some improvements can be made on maintaining the functional firewall using existing mechanisms and processes, UNDP delivered on each of its MAS desired results in 2011.
Ownership of the resident coordinator system by the United Nations development system strengthened **(Corporate sponsor – PB)**	Percentage of UN System partners satisfied with UNDP's management of the resident coordinator system (*Source: PB Balanced Scorecard – Baseline: 69% in 2009*)	72%	75%	Current indicator measure: Pending This data is based on the Partnership Survey, the next version of which will be conducted in late 2012.
Effective coordination and facilitation on programming and common business operations provided to the United Nations country team **(Corporate sponsor – DOCO)**	Percentage of DOCO outputs achieved in the UNDG work plan (*Source: UNDG work plan – Baseline: 90%*)	95%	100%	Current indicator measure: Pending DOCO's review of its deliverables for the UNDG Workplan for 2010-2013 will be completed in late 2012.

180. Building on the provisions of the TCPR and reforms driven by the "Delivering as One" pilot countries, both HLCM and UNDG have been involved in the implementation of a comprehensive simplification and harmonisation agenda aimed to increase effectiveness and efficiency of UN operations, reduce transaction costs and achieve financial and other savings.

181. With HLCM leading system-wide policy dialogue and UNDG focusing on development and implementation of specific simplification and harmonisation solutions at the country-level, as of to-date, considerable progress has been made, especially in the areas of ICT, procurement, and programme management.

182. The implementation of new harmonised solutions resulted in more effective, higher-quality and robust management and programme support services, as well as reduced transaction costs and time dedicated to less strategic operational issues. For example, the establishment of one common ICT infrastructure resulted in the reduction of ICT costs per user between 30-60%.

183. Common procurement system, e.g. procurement planning in line with the Government fiscal planning cycle in Tanzania, as well as the conclusion and use of joint Long Term Arrangements (LTAs) for the most frequently procured supplies and services in a number of countries all led to improved value for money.

184. Evidence from the DaO pilots as well as the results of the global common services survey suggest that the benefits of common services are greater than the financial saving realised. Thus, in Mozambique, for example, eleven UN agencies used to negotiate separate contracts each year with security companies. By contracting one security company and consolidating its management, several benefits emerged: first, improved bargaining power, and hence, better terms and conditions in addition to lower prices (savings of US$ 200,000-300,000 per two years); and second, lower transaction costs: with one entity focusing on one task with one common supplier, transaction efficiency increased significantly (time saving of roughly 70%).

185. Joint implementation of the Harmonised Approach to Cash Transfers (HACT) allowed agencies in some countries not only to save time and resources on assessments and assurance activities (spot checks and audits), but also to more effectively identify and address capacity gaps among partners. The Advisory Committee on HACT recently conducted a global assessment of HACT whose recommendations are being used to revise the HACT framework, tools and training materials.

186. Common premises allowed participating agencies in many duty stations to save costs on common services and improve inter-agency cooperation more generally. Some of the common premises projects are quite innovative. For example, the new Green UN Common Premises in Viet Nam will have an integrated ICT infrastructure, including common email systems, workflow support systems and shared communication facilities. It is expected that the on-going work on the revised Guidelines for UNCTs on designing and constructing common premises will help such initiatives in the future.

iii. **Special purpose results**

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
Special purpose				
UNV programmatic needs supported by effective and efficient management **(Corporate sponsor**	Percentage increase in the number of UN Volunteers and other volunteers associated with UNV mobilised for Millennium Development Goals, humanitarian, post crisis and peace building	5% increase	5% increase	UN Volunteer assignments remained at about the same level as 2010 with 7708 UN Volunteer assignments in 2011. Online Volunteering service continued to experience strong growth in 2011 with over 17,000 assignments, a growth of about 13% as compared to 2010. UNV is making concerted efforts aimed at greater efficiency in

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013	Progress against targets
Special purpose				
– UNV)	activities *(Source: HCM and UNV database – Baseline: 7,960 UNV; 15,109 online volunteer assignments)*			the recruitment and the management of UN Volunteers, which is expected to result in the longer term in increased demand and greater responsiveness. With the development of new advocacy and information tools and sensitisation missions to long standing as well as new partners, continued involvement in major peacekeeping and electoral missions, and focused programming at country level demonstrating the role that UN Volunteers can play in development, UNV expects continued growth in the coming years.
UNCDF programmatic needs supported by effective and efficient management **(Corporate sponsor – UNCDF)**	Percentage of Least Developed Countries where UNCDF is active in which contributions are integrated in the United Nations country level programming framework *(Source: UNCDF scorecard – Baseline: 70%)*	85%	100%	UNCDF is actively contributing to the United Nations country level planning framework in all countries in which it is active. While UNCDF has been formally part of the drafting process of the UNDAF in 70% of LDC's in which it is active, project interventions are aligned with the UNDAF in 92% of the LDCs where UNCDF has programmes.

UNV: Volunteers in Peace and Development

*In 2011, 7,303 UN Volunteers from 162 countries supported UN partners in their peace and development activities in the field in 2011 through 7,708 assignments. Of these, 82 per cent came from developing countries and 38 per cent were female. About 3,000 UN Volunteers worked in peacekeeping and special political missions, supporting, for example, disaster relief and recovery efforts in **Haiti** and **South Sudan** and post-conflict electoral processes in **Chad**, **Cote d'Ivoire**, **the Democratic Republic of Congo**, **Sudan** and elsewhere. Another 1,000 engaged in humanitarian relief with UNHCR, working with refugees and internally displaced people in 76 countries including **Colombia**, **Democratic Republic of Congo**, **Kenya**, **Sudan** and **South Sudan**. Through the UNV-UNDP partnership, about 2,500 UN Volunteers worked towards poverty eradication, advancing progress towards the MDGs, democratic governance, and crisis prevention and recovery. UNV's Online Volunteering Service continued to experience strong growth in 2011, with over 11,000 online volunteers undertaking 17,000 assignments to support development activities of United Nations agencies, NGOs and governments. 62 per cent were from the South, 56 per cent were women and 2 per cent reported having disabilities.*

Marking the tenth anniversary of the Year of Volunteers

As the UN-mandated focal point for marking the tenth anniversary of the Year of Volunteers, in 2011 UNV offered partners a voice at global and national levels, and launched the first ever State of the World's Volunteerism Report. International Volunteer Day 2011 saw renewed commitment to volunteering through the adoption of United Nations General Assembly Resolution A/Res/66/67, encouraging and inviting Member States and the UN system to work even closer together on the integration of volunteers into development programmes and policies. Throughout 2011, partner organisations joined UNV to seek enhanced awareness of volunteering among governments and the UN; they facilitated policy and legislation to help people better tap their potential as volunteers; built and reinforced volunteering networks both nationally and globally; and continued promoting the values of volunteering. However, the main actions of IYV+10 were in the field. The IYV+10 coordinators, with their volunteering experience and local knowledge, proved instrumental in improving recognition, facilitation, networking and promotion of volunteering in their home countries.

The publication of the State of the World's Volunteerism Report (SWVR) - Universal Values for Global Well-being

The report states "strong and healthy economies are desirable, but only inasmuch as they enable people to lead lives that bring them well-being." Solidarity, passion for a cause and the desire to give back to society – in a word 'volunteerism' - are inherent in well-being. As well as emphasising its contribution to well-being for both individuals and societies, UNV's report shows that volunteerism is both universal and incredibly widespread. The report illustrates how volunteerism and community-led strategies can have a strong impact on development at the grassroots. It highlights that an understanding of volunteerism is essential to incorporating this vital asset into international peace and development agendas. The new publication was presented to the world on International Volunteer Day 5 December 2011 at the United Nations General Assembly in New York and was simultaneously launched in 80 countries.

UNV and Youth

*UNV has been long been actively engaged in youth and youth volunteers programmes. In 2011, 1,659 or approximately 23% of all UN Volunteers were between the ages of 18 and 30. In this age range, there were 464 female and 295 male international UN Volunteers (total 759); and 524 female and 376 male national UN Volunteers (total 900). The Online Volunteer service mobilised 6,740 volunteers between the ages of 18 and 30, representing 66 percent of on-line volunteers that year. Additionally, UNV has provided technical assistance to partners to develop community, national, and regional youth volunteering schemes and has recently launched the first phase of its regional youth volunteer programme covering **Egypt**, **Jordan**, **Yemen**, **Tunisia** and **Morocco**. On 25 January 2012, the UN Secretary General (SG) launched his 5-year Action Agenda. A specific measure announced under the Women and Young People priority was to "create a UN Youth Volunteers programme under the umbrella of UN Volunteers." The experience of UNV over many years and the review of youth programmes conducted in 2011 positions UNV to respond effectively and efficiently to the Secretary General 5-year Action Agenda.*

UNCDF: Empowering Women as Key Change Agents

*When Aailyah needs to fetch water, she no longer has to worry about queuing long hours to use her village's single water hole. She now has several new water holes to choose from, a relief for her and other women who are elderly, disabled and chronically ill in the southern **Tanzania** village of Morogoro.*

*In Muembe district in northwestern **Mozambique**, Fatima, who used to earn less than $1 per day, now operates a small business that is increasing her family's income earning possibilities.*

*Evelyne from **Rwanda's** Gicumbi district is pregnant. When her baby arrives she will use a new health unit with a new obstetric department and will not have to walk 10 kilometres in a mountainous area to reach a neighbouring health station.*

*Aailyah, Fatima and Evelyne are only three of the many women and households benefiting from a joint UN Capital Development Fund (UNCDF) and UN Women initiative funded by **Austria** and **Belgium** called the Gender Equitable and Local Development Programme. The Programme aims at aligning policy planning, budgeting and public expenditure with women's priorities at the local level, usually in conjunction with already existing UNCDF and UNDP local development programmes. Currently being piloted in **Ethiopia**, Mozambique, Rwanda, **Senegal**, **Sierra Leone** and Tanzania, it starts from the assumption that when women are supported and empowered, all of society benefits.*

Indeed, women are the backbone of rural economies throughout least developed countries. They are often marginalised, however, if not excluded altogether, from playing a key role in economic decisions. They are still frequently denied the right of representation in decision-making, the right to own land, obtain loans or receive an education. This exclusion often perpetuates a vicious cycle of poverty, instead of supporting the promise of sustainable development.

The Gender Equitable and Local Development Programme is addressing this challenge. It allocates capital investment grants earmarked for women to local authorities and engages women in local development planning through awareness raising and capacity building activities such as gender-sensitive district planning and budgeting. In this way the Programme aims at making sure that women's voices are heard and their needs and priorities are taken into account.

Women's opinions and priorities are now actively sought after during district planning and budgeting sessions, in addition to their solutions for community problems. As a result, it is also leading to a greater respect for gender equality and women's rights in the minds and actions of district administrators and the men and women of the communities.

Most importantly, the Programme is influencing national level policies. In Rwanda, for instance, the Government's budget preparation process for its ministries now includes clear requirements and prescriptions on including gender issues. Similar changes have occurred in the other pilot countries' participatory budget planning process.

The Gender Equitable and Local Development Programme is expected to reach over 250,000 beneficiaries by the end of 2013, and to serve as a model for similar approaches in other countries. Ultimately, millions of women like Aailyah, Fatima and Evelyne will benefit from a programme that ensures women count for more.

Annex III: Provisional 2011 programme expenditure

Table 12: Provisional 2011 programme expenditure (regular, other, non-LDC, LDC) by strategic plan focus area, key result area and outcome

Strategic plan focus area/key result area/outcome	2011 programme expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
Focus area 1: Achieving the MDGs and reducing human poverty										
1.1. Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities	125,281	17%	313,077	43%	288,115	40%	500,411	69%	226,062	726,473
1.2. Inclusive growth and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of youth, women and vulnerable groups in a sustainable way	8,339	24%	9,845	28%	17,210	49%	26,868	76%	8,526	35,394
1.3. Policies, strategies and partnerships established to enhance public-private sector collaboration and private sector and market development that benefit the poor and ensure that low-income households and small enterprises have access to a broad range of financial and legal services	21,565	14%	108,062	72%	20,399	14%	63,782	43%	86,245	150,027
1.4. Strengthened national capacities to integrate into the global economic system and to negotiate and manage traditional & emerging development finance for inclusive development	792	95%	46	5%	-	0%	(0)	0%	837	837
1.5. Strengthened capacities to mainstream action into national policies, plans and strategies on the socio-economic causes and consequences of HIV and the linkage to the health MDG	4,607	6%	73,954	94%	190	0%	75,151	95%	3,600	78,750

Strategic plan focus area/key result area/outcome	2011 programme expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
1.6. Strengthened national capacity for inclusive governance and coordination of national HIV responses, and for the protection of human rights of people affected by HIV, including women and other vulnerable groups	4,777	7%	50,914	79%	8,597	13%	32,972	51%	31,317	64,289
1.7. Strengthened national capacities for implementation of HIV funds and programmes, including those financed through multilateral initiatives like the Global Fund to fight AIDS, Tuberculosis, and Malaria	3,463	2%	142,345	98%	5	0%	54,034	37%	91,779	145,812
Other	15,880	21%	34,862	47%	24,185	32%	73,909	99%	1,019	74,928
Focus area 1 total	**184,704**	**14%**	**733,105**	**57%**	**358,701**	**28%**	**827,126**	**65%**	**449,384**	**1,276,510**
Focus area 2: Fostering democratic governance										
2.1. Civil society, including civil society organisations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	12,556	16%	56,611	73%	7,923	10%	32,971	43%	44,120	77,091
2.2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	5,314	6%	74,400	85%	7,386	8%	30,085	35%	57,014	87,099
2.3. Access to information policies support accountability and transparency	815	1%	6,128	10%	54,738	89%	61,355	99%	326	61,681
2.4. National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services	46,249	12%	204,073	55%	122,389	33%	239,774	64%	132,937	372,711
2.5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	14,900	21%	30,587	43%	24,884	35%	36,227	51%	34,144	70,371
2.6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	15,025	15%	65,333	67%	16,792	17%	56,692	58%	40,458	97,151

Strategic plan focus area/key result area/outcome	2011 programme expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
2.7. Strengthened capacities of national human rights institutions	12,238	8%	61,933	40%	80,923	52%	100,575	65%	54,519	155,094
2.8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions	13,764	9%	130,812	89%	1,960	1%	36,791	25%	109,745	146,536
2.9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives	2,964	8%	33,958	92%	63	0%	35,746	97%	1,240	36,986
Other	23,307	27%	51,684	59%	12,687	14%	69,035	79%	18,643	87,678
Focus area 2 total	**147,132**	**12%**	**715,520**	**60%**	**329,746**	**28%**	**699,251**	**59%**	**493,147**	**1,192,398**
Focus area 3: Supporting crisis prevention and recovery										
3.1. National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters, on vulnerable communities	21,370	22%	67,574	70%	7,605	8%	52,162	54%	44,387	96,549
3.2. National and local institutions have the capacities to prevent, reduce and mitigate the impact of conflict	3,150	8%	37,135	92%	199	0%	11,446	28%	29,038	40,484
3.3. National and local institutions have the capacities to fulfill key functions of government for recovery in early post-crisis situations	10,952	2%	641,738	98%	2,212	0%	35,902	5%	619,000	654,902
3.4. National and local institutions have the capacity to respond to gender-based violence and to increase women's civic engagement, participation and leadership in crisis prevention, ongoing crisis and post-crisis contexts	4,690	-	47,873	91%	-	0%	52,564	100%	-	52,564
3.5. National and local institutions have the capacity to deliver improved justice and security, including safeguarding citizen security, in conflict-affected settings	4,728	7%	62,380	93%	48	0%	11,019	16%	56,137	67,155
3.6. Livelihoods and economic recovery generated, including infrastructure restoration, employment and sustainable income earning	18,311	12%	113,254	75%	19,248	13%	42,118	28%	108,694	150,813

Strategic plan focus area/key result area/outcome	2011 programme expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
opportunities for crisis affected communities										
Other	8,464	-	20,040	69%	511	2%	22,188	76%	6,827	29,015
Focus area 3 total	**71,665**	**7%**	**989,994**	**91%**	**29,823**	**3%**	**227,399**	**21%**	**864,084**	**1,091,482**
Focus area 4: Managing energy and the environment for sustainable development										
4.1. Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development	25,373	8%	200,540	62%	99,186	31%	274,557	84%	50,542	325,099
4.2. Local and national authorities have the capacities to access and integrate multiple sources of public and private environmental financing in support of sustainable human development, including gender equality and poverty reduction	1,166	10%	9,478	83%	740	6%	10,667	94%	717	11,383
4.3. National and local governments and communities have the capacities to adapt to climate change and make inclusive and sustainable environment & energy decisions benefitting in particular under-served populations	21,097	13%	124,851	78%	14,963	9%	119,464	74%	41,448	160,911
Other	5,565	15%	27,052	73%	4,666	13%	32,627	88%	4,655	37,282
Focus area 4 total	**53,202**	**10%**	**361,920**	**68%**	**119,554**	**22%**	**437,314**	**82%**	**97,362**	**534,676**
Total development expenditure linked to the strategic plan development results framework	456,703	11%	2,800,539	68%	837,825	20%	2,191,090	54%	1,903,977	4,095,067
Other development expenditure including development effectiveness	107,459	21%	364,428	71%	41,176	8%	263,362	51%	249,701	513,064
Grand Total development expenditure	**564,162**	**12%**	**3,164,967**	**69%**	**879,001**	**19%**	**2,454,452**	**53%**	**2,153,678**	**4,608,131**

Annex IV: Data responding to Executive Board requests

Comparison of UNDP expenditures on UN system coordination and programming (decisions 2009/22, 2009/9, and 2008/24)

187. Executive Board Decision2009/9 requested UNDP to include a "comprehensive comparative analysis of its spending for United Nations system coordination and programming". The UNDP Strategic Plan broadly estimated $500 million as the overall total for United Nations coordination for 2008-2011, annualised at $125 million over the period of the Plan. Using 2005 figures as the latest available at the time of preparation of the Plan, these annualised estimates translated into 0.8% of the total operational expenditure for development activities of the UN system.

188. Total expenditure on coordination for UN operational activities reported by UNDP in 2011 totaled $155 million (including staff time allocated for coordination). This includes $18 million raised from donors by the Development Operations Coordination Office (DOCO). Overall coordination costs in 2011, including UNDP staff-costed time for UN coordination, which in 2010 stood at approximately 2 per cent of the total expenditure for operational activities for development of the UN system (this rate dropped to 1.25 per cent if humanitarian activities were also included) will only become available from DESA in June 2012.

189. Executive Board Decision 2009/22 also requested UNDP to provide, in its annual report to the Board, information on workload studies related to its United Nations development coordination function and associated costs. In this regard, the aggregate cost of UNDP support to the "coordination" function at the country level comprises staff, including the resident coordination/resident representative salary portion, as well as operational and administrative support costs. It represents a percentage of a UNDP country office cost based on a workload survey as presented in Executive Board document DP/2008/3. In 2011, it remained at 27 percent, down slightly from previous biennia.

(source: - Methodology and approach to the UNDP biennial support budget 2011, 18 August 2009, DP/2009/30)

Provisional programme expenditure by region in US dollar (decision 2008/14)

BUREAU	Regular resources	Other donors	Local resources	TOTAL
PAPP	3,036	78,440		81,476
RBA	207,912	850,831	62,601	1,121,344
RBAP	121,805	1,118,407	34,422	1,274,634
RBAS	26,228	282,017	113,452	421,697
RBEC	30,491	284,909	47,261	362,661
RBLAC	24,883	295,432	609,728	930,042
CO Total	**414,356**	**2,910,036**	**867,463**	***4,191,855***
HQ Total	**149,806**	**254,932**	**11,537**	**416,275**
Grand Total	**564,162**	**3,164,967**	**879,001**	**4,608,130**

Annex V: Overview of the status of implementation of management responses to independent and decentralised evaluations and list of independent evaluations conducted during 2011

190. The present annex is submitted in compliance with Executive Board decision 2011/3 (paragraph 7) regarding the evaluation policy, which requests UNDP "to include an overview of the status of the implementation of management responses in the annual report of the Administrator".

191. Section (a) below provides a statistical overview of the status of implementation of key actions in management responses to independent evaluations conducted by the Evaluation Office since the Executive Board approved the first UNDP evaluation policy in its decision 2006/20. Section (b) provides a statistical overview of the status of implementation of key actions in management responses to decentralised evaluations completed since 2008, which is the first year of the strategic plan period, and of implementation of the UNDP accountability system. The data presented in the tables below reflects the information available in the Evaluation Resource Centre (ERC) database (erc.undp.org) as of 10 May 2012.

Table 13: Status of Implementation of Management Responses to Independent Evaluations since 2006

Evaluation	Management response uploaded to ERC	Key actions planned	Completed/ongoing*	Status of key actions			
				Initiated	Not Initiated	No Longer Applicable	Overdue**
2006							
Evaluation of UNDP Support to Conflict-affected Countries	Yes	18	18	0	0	0	0
Evaluation of National Human Development Report System	Yes	28	12	16	0	0	16
Joint Evaluation of the International Response to the Indian Ocean Tsunami	Yes	44	30	0	14	0	14
Joint Assessment: UNIDO-UNDP Cooperation Agreement pilot phase	Yes	5	4	1	0	0	1
Assessment of Development Results: Serbia	Yes	12	12	0	0	0	0
Assessment of Development Results:- Montenegro	Yes	15	15	0	0	0	0
Assessment of Development Results: Honduras	No	0	0	0	0	0	0
Evaluation of UNDP's Role and Contribution in the HIV/AIDS Response in Southern Africa and Ethiopia	Yes	5	2	2	1	0	3
Assessment of Development Results: Lao PDR	Yes	29	27	2	0	0	2
Evaluation of Gender Mainstreaming in UNDP	Yes	29	24	1	1	3	2
Totals 2006							
11 Evaluations		**9**	**185**	**144**	**22**	**16**	**3**	**38**
2007							
Evaluation of RBM in UNDP	Yes	15	14	0	0	1	0

Evaluation	Management response uploaded to ERC	Key actions planned	Completed/ongoing*	Status of key actions			
				Initiated	Not Initiated	No Longer Applicable	Overdue**
Assessment of Development Results: Bhutan	Yes	23	23	0	0	0	0
Assessment of Development Results: Jordan	Yes	43	42	1	0	0	1
Evaluation of Regional Cooperation Framework for Africa 2002-2006	Yes	19	17	2	0	0	2
Assessment of Development Results: Nicaragua	Yes	26	26	0	0	0	0
Evaluation of Second Regional Cooperation Framework for Asia and the Pacific - 2002-2006	Yes	6	5	1	0	0	1
Evaluation of Second Regional Cooperation Framework for Latin America and the Caribbean 2002-2006	Yes	27	22	5	0	0	5
Assessment of Development Results: Colombia	Yes	33	33	0	0	0	0
EVALUATION OF THE GEF ACTIVITY CYCLE AND MODALITIES	Yes	5	5	0	0	0	0
Totals 2007							
9 Evaluations	**9**	**197**	**187**	**9**	**0**	**1**	**9**
2008							
Assessment of Development Results: Ecuador	Yes	6	6	0	0	0	0
Evaluation of Role and Contribution of UNDP in Environment and Energy	Yes	15	11	4	0	0	4
Assessment of Development Results: Republic of Congo	Yes	20	7	13	0	0	13
Evaluation of the Third Global Cooperation Framework	Yes	19	13	5	0	1	5
Assessment of Development Results: Benin	Yes	12	6	6	0	0	6
Evaluation of the GEF Small Grants Programme	Yes	16	15	1	0	0	1
Joint Evaluation of the UNDG Contribution to the Implementation of the Paris Declaration on Aid Effectiveness	Yes	14	12	2	0	0	2
Evaluation of the Role of UNDP in the Net Contributor Countries of the Arab Region	Yes	27	4	23	0	0	23
Assessment of Development Results: Rwanda	Yes	8	4	4	0	0	4
Evaluation of UNDP Contribution to South-South Cooperation	Yes	12	12	0	0	0	0
Assessment of Development Results: Argentina	Yes	21	0	21	0	0	0

Evaluation	Management response uploaded to ERC	Key actions planned	Completed/ongoing*	Status of key actions			
				Initiated	Not Initiated	No Longer Applicable	Overdue**
Totals 2008							
11 Evaluations	**11**	**170**	**90**	**79**	**0**	**1**	**58**
2009							
Assessment of Development Results: Tajikistan	Yes	33	7	26	0	0	3
Joint evaluation of the role and contribution of the United Nations System in the Republic of South Africa	No	0	0	0	0	0	0
Assessment of Development Results - Uganda	Yes	31	29	1	1	0	1
Assessment of Development Results: Botswana	Yes	14	7	4	3	0	7
Assessment of Development Results: Uzbekistan	Yes	14	14	0	0	0	0
Evaluation of the third Regional Cooperation Framework for Arab States	Yes	0	0	0	0	0	0
Assessment of Development Results: Guatemala	Yes	34	31	3	0	0	0
Assessment Development Results: Afghanistan	No	0	0	0	0	0	0
Assessment of Development Results: Barbados and OECS	Yes	29	18	11	0	0	11
Assessment of Development Results: Bosnia and Herzegovina	Yes	7	6	0	1	0	0
Assessment of Development Results: Philippines	Yes	26	13	12	1	0	13
Assessment of Development Results: Seychelles	Yes	6	3	3	0	0	3
Evaluation of the Third Regional Cooperation Framework in Europe and the Commonwealth of Independent States	Yes	0	0	0	0	0	0
Assessment of Development Results: Chile	Yes	26	18	4	1	3	0
Joint Evaluation of the UNDP-United Nations Industrial Development Organisation cooperation agreement	Yes	10	9	0	1	0	1
Assessment of Development Results: Burkina Faso	Yes	0	0	0	0	0	0
Assessment of Development Results: Peru	Yes	17	7	9	1	0	10
Totals 2009							
17 Evaluations	**15**	**247**	**162**	**73**	**9**	**3**	**49**
2010							
Evaluation of UNDP Contribution to Strengthening	Yes	10	0	5	5	0	5

Evaluation	Management response uploaded to ERC	Key actions planned	Completed/ongoing*	Status of key actions			
				Initiated	Not Initiated	No Longer Applicable	Overdue**
Local Governance							
Evaluation of UNDP Contribution at the Regional Level to Development and Corporate Results	Yes	15	0	11	4	0	10
Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: The Poverty-Environment Nexus	Yes	11	0	4	7	0	6
Evaluation of UNDP Contribution to Strengthening National Capacities	Yes	14	0	6	8	0	9
Evaluation of UNDP Contribution to Disaster Prevention and Recovery	Yes	17	4	12	1	0	7
Assessment of Development Results: Somalia	Yes	0	0	0	0	0	0
Assessment of Development Results: Georgia	Yes	13	1	10	2	0	1
Assessment of Development Results: Cambodia	Yes	18	10	8	0	0	0
Assessment of Development Results: China	No	0	0	0	0	0	0
Assessment of Development Results: Maldives	Yes	25	4	21	0	0	1
Assessment of Development Results: Turkey	Yes	0	0	0	0	0	0
Assessment of Development Results: Indonesia	Yes	22	14	8	0	0	8
Assessment of Development Results: Guyana	Yes	33	6	24	3	0	20
Assessment of Development Results: Zambia	Yes	9	6	3	0	0	0
Independent Review of the UNDP Evaluation Policy	Yes	24	9	15	0	0	3
Totals 2010							
15 Evaluations	**14**	**211**	**54**	**127**	**30**	**0**	**70**
2011							
Assessment of Development Results: Papua New Guinea	No	0	0	0	0	0	0
Assessment of Development Results: Brazil	No	0	0	0	0	0	0
Assessment of Development Results: Lao PDR	No	0	0	0	0	0	0
Assessment of Development Results: Thailand	No	0	0	0	0	0	0
Assessment of Development Results: Malawi	No	0	0	0	0	0	0
Assessment of Development Results: Senegal	No	0	0	0	0	0	0

Evaluation	Management response uploaded to ERC	Key actions planned	Completed/ongoing*	Status of key actions			
				Initiated	Not Initiated	No Longer Applicable	Overdue**
Assessment of Development Results: Jamaica	Yes	22	10	4	8	0	11
Assessment of Development Results: El Salvador	Yes	18	3	7	8	0	0
Assessment of Development Results: Mongolia	No	0	0	0	0	0	0
Assessment of Development Results: Ghana	Yes	5	4	1	0	0	1
Assessment of Development Results: Bangladesh	No	0	0	0	0	0	0
Totals 2011 **11 Evaluations**	**3**	**45**	**17**	**12**	**16**	**0**	**12**
Grand Totals **74 evaluations**	**61**	**1055**	**654**	**322**	**71**	**8**	**236**

Figure 31

Figure 32

Status of implementation of key actions in management responses to independent evaluations disaggregated by year

Status of implementation of key actions in management responses to independent evaluations for the period of 2006-2011
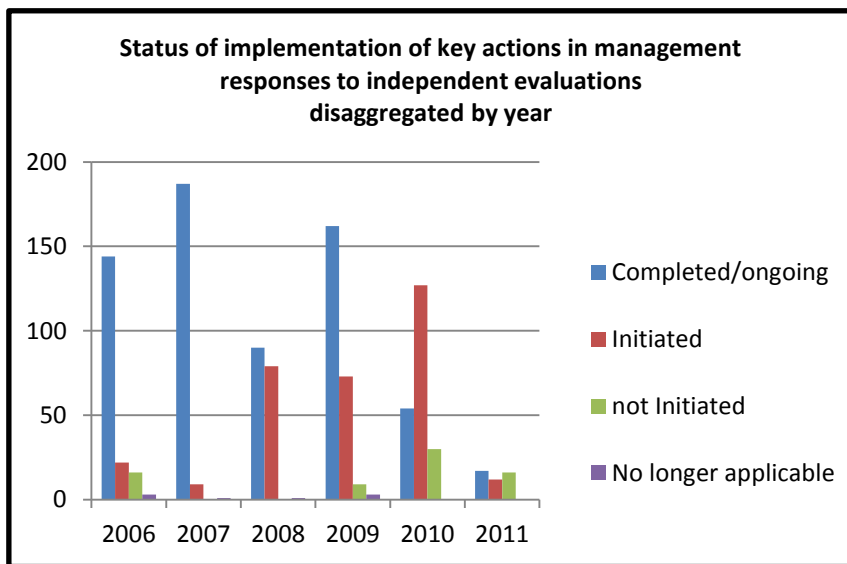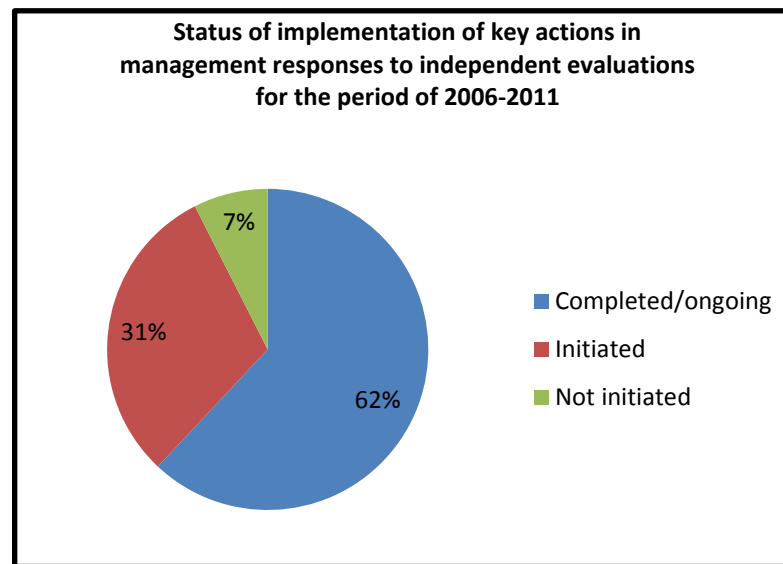
Table 14: Status of Implementation of Management Responses to Decentralised Evaluations since 2008

Year	Evaluation	Management response uploaded to ERC	Key actions planned	Completed/ ongoing[12]	Status of key actions			
					Initiated	Not Initiated	No Longer Applicable	Overdue[13]
2008	199	194	1224	810	318	66	30	366
2009	265	261	2068	1551	308	148	61	425
2010	279	266	2095	1415	452	180	48	477
2011	267	244	1759	485	660	291	38	359
Total	**1010**	**965**	**7146**	**4546**	**1738**	**685**	**177**	**1627**

Figure 33

Figure 34

Status of implementation of key actions in management responses to decentralized evaluations disaggregated by year

Status of implementation of key actions in management responses to decentralized evaluations for the period 2008-2011

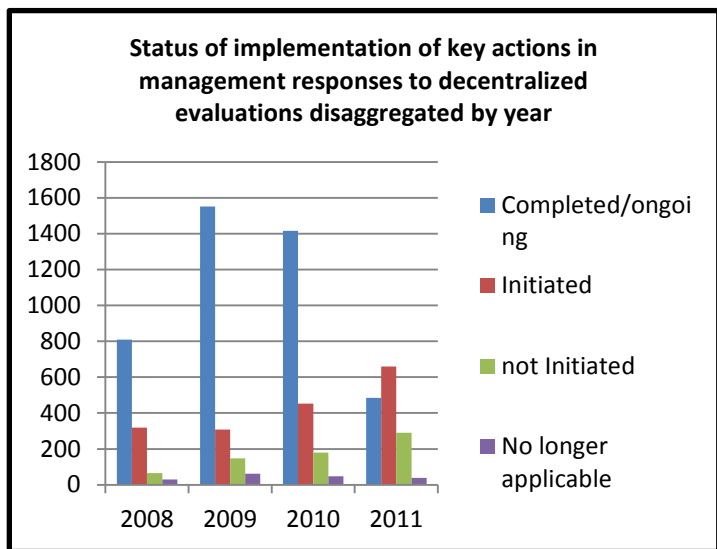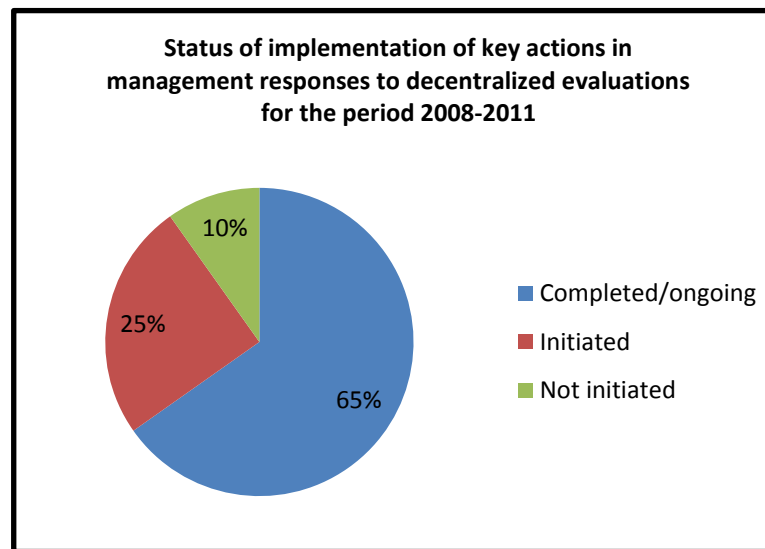[12] Note that the ERC management response dashboard provides the option to enter actions as 'ongoing'. Such actions have no set deadline for completion, but the responsible units are implementing them. Therefore, they are considered as 'completed' for reporting purposes.

[13] Note that the figures in this column show the number of initiated, not initiated and/or no longer applicable key actions that are overdue.

Annex VI: Sources of information appearing in the Annexes to the Annual Report of the Administrator

Paragraph 1: *Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010*, UNDP, 2011

Paragraph 2: *An Agenda for Organizational Change – Lifting UNDP Performance from Good to Great*, UNDP, 2011

Paragraph 17: *MDG Acceleration Framework*, UNDP, 2011

Paragraph 21: *Assessment of Development Results – Thailand*, UNDP, 2011

Paragraph 21: *Assessment of Development Results – Papua New Guinea*, UNDP, 2011

Paragraph 21: *Assessment of Development Results – Afghanistan*, UNDP, 2009

Paragraph 21: *Evaluation of UNDP Contribution to Strengthening Local Governance*, UNDP, 2010

Paragraph 21: *Assessment of Development Results – Cambodia*, UNDP, 2010

Paragraph 21: *Assessment of Development Results – Somalia*, UNDP, 2010

Paragraph 21: *Assessment of Development Results – Benin*, UNDP, 2008

Paragraph 26: *Assessment of Development Results – Turkey*, UNDP, 2010

Paragraph 27: *Assessment of Development Results – Cambodia*, UNDP, 2010

Paragraph 29: *Assessment of Development Results – Indonesia*, UNDP, 2010

Paragraph 29: *Assessment of Development Results – Thailand*, UNDP, 2011

Paragraph 29: *Assessment of Development Results – Turkey*, UNDP, 2010

Paragraph 33: *Assessment of Development Results – Georgia*, UNDP, 2010

Paragraph 34: *Empowering Women for Stronger Political Parties: A Guidebook to Promote Women's Political Participation*, National Democratic Institute for International Affairs and UNDP, 2012

Paragraph 36: *Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes*, UNDP, 2012

Paragraph 36: *Assessment of Development Results – Mongolia*, UNDP, 2011

Paragraph 41: *Assessment of Development Results – Tajikistan*, UNDP, 2009

Paragraph 46: *Assessment of Development Results – Afghanistan*, UNDP, 2009

Paragraph 46: *Assessment of Development Results – Tajikistan*, UNDP, 2009

Paragraph 46: *Multilateral Aid Review – Ensuring maximum value for money for UK aid through multilateral organisations*, DFID, 2011

Paragraph 46: *Assessment of Development Results – Jamaica*, UNDP, 2011

Paragraph 51: *Evaluation of UNDP Contribution to Disaster Prevention and Recovery*, UNDP, 2010

Paragraph 57: *Assessment of Development Results – Jamaica*, UNDP, 2011

Paragraph 63: *Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: the Poverty-Environment Nexus*, UNDP, 2010

Paragraph 63: *Assessment of Development Results – Thailand*, UNDP, 2011

Paragraph 71: *Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: the Poverty-Environment Nexus*, UNDP, 2010

Paragraph 80: *Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes*, UNDP, 2012

Paragraph 80: *Evaluation of DFID's Electoral Support through UNDP*, UK Independent Commission for Aid Impact (ICAI), 2012

Paragraph 87: *Development Effectiveness Review of the United Nations Development Programme (UNDP)*, CIDA, 2012

Paragraph 88: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 89: *Development Effectiveness Review of the United Nations Development Programme (UNDP)*, CIDA, 2012

Paragraph 91: *Development Effectiveness Review of the United Nations Development Programme (UNDP)*, CIDA, 2012

Paragraph 91: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 91: *Multilateral Aid Review – Ensuring maximum value for money for UK aid through multilateral organisations*, DFID, 2011

Paragraph 92: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 93: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 33: *Development Effectiveness Review of the United Nations Development Programme (UNDP)*, CIDA, 2012

Paragraph 40: *Development Effectiveness Review of the United Nations Development Programme (UNDP)*, CIDA, 2012

Paragraph 40: *Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: the Poverty-Environment Nexus*, UNDP, 2010

Paragraph 41: *Assessment of Development Results – Lao PDR*, UNDP, 2011

Paragraph 47: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 50: *UNDP strategic plan, 2008-2011: Accelerating global progress on human development*, UNDP, 2008

Paragraph 50: *Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010*, UNDP, 2011

Paragraph 61: *Empowered and Equal: Gender Equality Strategy 2008-2011*, UNDP, 2008

Paragraph 65: *An Agenda for Organizational Change – Lifting UNDP Performance from Good to Great*, UNDP, 2011

Paragraph 71: *Development Effectiveness Review of the United Nations Development Programme (UNDP)*, CIDA, 2012

Paragraph 71: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 71: *Multilateral Aid Review – Ensuring maximum value for money for UK aid through multilateral organisations*, DFID, 2011

Paragraph 73: *Assessment of Development Results – El Salvador*, UNDP, 2011

Paragraph 74: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 74: *Assessment of Development Results – El Salvador*, UNDP, 2011

Paragraph 76: *Common Principles of Results Reporting*, UNDP - HLCM, 2011

Paragraph 81: *Multilateral Aid Review – Ensuring maximum value for money for UK aid through multilateral organisations*, DFID, 2011

Paragraph 81: *Australian Multilateral Assessment – United Nations Development Programme (UNDP)*, Australian AID, 2012

Paragraph 176: *Outcome Evaluation of UNDP India's Democratic Governance Programmes 2008-2011*, UNDP India, 2011

Paragraph 184: *An Agenda for Organizational Change – Lifting UNDP Performance from Good to Great*, UNDP, 2011

Paragraph 195: *Framework for Cash Transfers to Implementing Partners*, UNDG, 2005

Paragraph 201: *Evaluation Resource Centre (ERC) database*, UNDP (erc.undp.org)