

Annex 1: UNCDF Integrated Results and Resources Matrix¹ (IRRM) 2023

Tier One: Impact

Impact: People, including women, youth and the most vulnerable, lead productive, dignified lives, free from poverty, in balance with environmental sustainability				
Indicators		Baseline ²	2023 Actual ³	Milestone (2025)
IMP1	Global poverty headcount - proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG indicator 1.1.1): <i>a) (Least Developed Countries -LDCs)</i> <i>a1) employed, female (25+)</i> <i>a2) employed, male (25+)</i> <i>a3) employed, young female (15-24)</i> <i>a4) employed, young male (15-24)</i>	a) 33.6% (2019) a1) 32.9% (2019) a2) 27.3% (2019) a3) 35.9% (2019) a4) 32.8% (2019)	N/A	Direction of progress: Reduction in value
IMP2	Multidimensional poverty headcount: <i>a) proportion of population in multidimensional poverty</i> <i>b) proportion of population vulnerable to multidimensional poverty</i>	a) 21.7% (2009-2020) b) 15.2% (2009-2020)	N/A	Direction of progress: Reduction in value
IMP3	Planetary pressures-adjusted Human Development Index: <i>a) World</i> <i>b) Least Developed Countries</i>	a) HDI (2019): 0.737 / PHDI (2019): 0.683 b) HDI (2019): 0.513 / PHDI (2019): 0.508	a) HDI (2022): 0.739 / PHDI (2022): 0.685 b) HDI (2022): 0.542 / PHDI (2022): 0.533	Direction of progress: Proximity to HDI

¹ See Appendix 1 for an overview of adjustments made after the IRRM 2022-2025 was presented to the Executive Board in February 2022

² Updated based on UN DESA Global SDG Indicators database.

³ Reported based on most recent year data from the UN DESA Global SDG Indicators database.

Tier Two: Outcomes

Outcome 1: Inclusive, diversified, green economic transformation accelerated							
Indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery ⁴	2024 milestone	2025 target
More jobs created							
OC 1.1	Net change in the total number of full-time equivalent jobs within entities supported by UNCDF						
	a) Total	47,291	165,223	55,000	13,933	●	60,100 65,150
	a.1) In public entities / public works	N/A ⁵	13,064	20,000	4,173	●	22,000 25,000
	a.2) In private entities	N/A	152,159	35,000	9,760	●	38,100 40,150
	b.1) Net change in total number of jobs for women	N/A	78,100	27,500	2,191	●	30,500 32,575
Incremental							
CONTEXT INDICATOR	<i>Labor force participation rate for persons aged 15+ (World: Low income) (ILOSTAT indicator - ILO)</i>	Baseline: 64.8% (Females – 55.6%; males – 74.2%) (2021)	Latest data: 64.6% (females – 55.2%; males – 74.3%) (2023)			Expected direction of progress: Increase	
Ultimate target enterprises grow and prosper							
OC 1.2	a) The number of ultimate target enterprises that have either received direct UNCDF support, or used products, services and infrastructures stemming from UNCDF interventions and b) the % of directly supported enterprises that report significant growth						
	a) Total	N/A	448,320	480,500	543,731	●	550,600 620,700
	b) the % of directly supported enterprises that report significant growth	N/A	34%	55%	27.6%	●	70% 80%
a) Cumulative; b) Cumulative							
CONTEXT	<i>The percentage of small-scale industries with a loan or line of credit (SDG indicator 9.3.2)</i>	Baseline: 17.04% (2022)	Latest data: 17.38% (LDCs, 2024)			Expected direction of progress: Increase	
Increased availability of products, services, and infrastructures							
OC 1.3	The number of new or improved products, services and infrastructures scaled up or completed by UNCDF-supported partners or replicated / enhanced by others⁶						
	a) Total	429	844	969	1,137	●	1,097 1,225
	a.1) digital products and services	37	133	151	175	●	171 216

⁴ Performance rate is set to have risk tolerance in UNCDF last mile financing: ●, achieved (>75%); ●, partially achieved (50-75%); ●, not satisfactory (<50%).

⁵ Where baselines are N/A, the indicator was not reported on in the prior Strategic Framework period, or not tracked across all UNCDF programme areas. Milestones and targets are estimated based on review of ongoing and projected initiatives.

⁶ For disaggregation b.1) – b.3) overlap is possible, i.e., some products, services, infrastructures reported may be designed to impact on more than one area.

	a.2) non-digital products and services	92	212	244	278	●	277	310
	a.3) infrastructure projects	300	499	574	684	●	649	724
	b.1) designed to positively impact on women's economic empowerment	N/A	132	210	171	●	285	330
	b.2) designed to positively impact on climate/clean energy/biodiversity	N/A	154	230	351	●	318	420
	b.3) designed to positively impact on sustainable food systems	N/A	83	110	86	●	140	165
Cumulative								
CONTEXT INDICATOR 3	<i>The percentage of population living in households with access to basic services (SDG indicator 1.4.1)</i>	Baseline: a) Proportion of population using basic sanitation services – 37% b) Proportion of population using basic drinking water services – 67% (2020)		Latest data (2022): a) Proportion of population using basic sanitation services – 41.38% (LDCs, 2022) b) Proportion of population using basic drinking water services – 67.13% (LDCs, 2022)			Expected direction of progress: Increase	
	Enhanced uptake and use of products, services and infrastructure							
OC 1.4	The number of people engaging with UNCDF-supported products, services and infrastructures⁷							
	a) Total number of people	13,850,000	18,240,072	19,940,000	24,695,885	●	21,690,000	23,490,000
	a.1) engaging with products & services	10,700,000	13,964,192	14,510,000	19,918,397	●	15,610,000	16,910,000
	a.2) engaging with infrastructure	3,150,000	4,275,880	5,430,000	4,777,488	●	6,080,000	6,580,000
	b.1) engaging with products, services and infrastructures designed to positively impact on women's economic empowerment	N/A	2,385,879	2,990,000	3,247,855	●	3,750,000	4,750,000
	b.2) engaging with products, services and infrastructures	N/A	2,319,983	3,300,000	3,887,458	●		

⁷ For disaggregation b.1) – b.3), some overlap is possible.

	designed to positively impact on climate / clean energy / biodiversity						4,400,000	5,500,000	
	b.3) engaging with products, services and infrastructures designed to positively impact on sustainable food systems	N/A	3,928,338	4,500,000	3,940,763	●	5,250,000	6,000,000	
	c.1) Number of women	N/A	7,789,380	9,970,000	12,536,912	●	10,845,000	11,745,000	
	c.2) Number of youth (aged 15-29 years)	N/A	3,934,857	5,982,000	4,515,293	●	6,507,000	7,047,000	
Cumulative									
CONTEXT INDICATOR 4	<i>The proportion of adults (15 and older) with an account at a bank or other financial institution or with a mobile-money-service provider (SDG indicator 8.10.2)</i>	Baseline: 37.08% (2017, LDC) - female/women – 30.51% (2017, LDC) - male/men – 43.97% (2017, LDC)	46.92% (2021, LDC) 41.14 % Female 53.19 % Male				Expected direction of progress: Increase		
Outcome 2: Increased flows of public and private finance									
	Indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target	
Additional finance mobilized and catalyzed									
OC 2.1	US\$ value of finance mobilized in association with UNCDF investments								
	a) Total	N/A	\$51,885,000	\$68,560,000	\$77,469,040	●	\$108,500,000	\$157,000,000	
	b) Public	N/A	\$18,230,000	\$30,000,000	\$12,039,512	●	\$50,000,000	\$75,000,000	
	c) Private	N/A	\$33,655,000	\$38,560,000	\$65,429,528	●	\$58,500,000	\$82,000,000	
Cumulative									
OC 2.2	US\$ value of finance catalyzed in association with UNCDF investments and/or technical assistance/advice								
	a) Total	N/A	\$666,000,000	\$700,000,000	\$735,513,867	●	\$775,000,000	\$850,000,000	
	b) Public	N/A	\$404,000,000	\$425,000,000	\$450,928,073	●	\$462,500,000	\$500,000,000	
	c) Private	N/A	\$262,000,000	\$275,000,000	\$284,585,794	●	\$312,500,000	\$350,000,000	
Cumulative									
CONT EXT	<i>Amount (in US dollars) of public and private finance leveraged for</i>	Baseline: (2021) a) Private \$ 33,196,480	Latest data: (2023) a. Private \$ 140,411,634 b. Public \$ 5,173,045,525				Expected direction of progress: Increase		

	<i>the SDGs (at national level) (UNDP indicator E.3.1)</i>	b) Public \$ 23,851,838							
CONTEXT INDICATOR 6	<i>Net official development assistance, total and to least developed countries, as a proportion of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee donors' Gross National Income (SDG 17.2.1)</i>	Baseline: (2021) Total: \$178,916.2m To LDCs: \$29,605.2m Proportion of the GNI: 0.33%	Latest data: (2022 - latest) Total: \$203,995 million LDC \$32 billion Proportion of the GNI: 0.36%			Expected direction of progress: Increase			
	Enhanced sub-national government fiscal space								
OC 2.3	The number of sub-national governments that have enhanced their fiscal space following UNCDF support								
	Total	588	430	620	396	●	650	700	
	Incremental								
Outcome 3: Strengthened market systems and enhanced public and private financing mechanisms									
Indicators		Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target	
Enhanced availability of funds and other financing mechanisms									
OC 3.1	The number of countries introducing and/or strengthening inter-governmental fiscal transfer systems to local government following UNCDF support								
	Total	25	24	35	20	●	37	40	
	Incremental								
OC 3.2	The number of funds and other financing mechanisms (excluding inter-government fiscal transfer systems) in operation that are receiving or have received UNCDF support								
	a) Total	N/A	42	47	50	●	53	60	
	a.1) Private	N/A	6	7	12	●	8	9	
	a.2) Public	N/A	23	24	25	●	25	26	
	a.3) Blended (private and public)	N/A	13	16	13	●	20	25	
	Cumulative								
Enhanced policy, strategy and regulation									
OC 3.3	The number of new/revise policies, strategies and regulations that have been adopted following UNCDF support or influence⁸								
	a) Total	35	48	71	78	●	88	103	
	a.1) Designed to positively impact on inclusive digital economies	13	25	28	53	●	32	35	

⁸ For disaggregation a.1) – a.5) overlap is possible, i.e., some policies, strategies, regulations reported may cover more than one priority area.

	a.2) Designed to positively impact on local transformative finance	16	23	26	25	●	28	32
	a.3) Designed to positively impact on women's economic empowerment	N/A	14	16	17	●	18	20
	a.4) Designed to positively impact on climate/clean energy/biodiversity	N/A	6	8	7	●	10	12
	a.5) Designed to positively impact on sustainable food systems	N/A	5	6	6	●	7	8
Cumulative								
CONTEXT INDICATOR 7	<i>Number of policies, strategies and laws that promote enabling and regulated digital ecosystems that are affordable, accessible, trusted, and secure (UNDP indicator E.1.1)</i>	Baseline: (2021) 27	Latest data: (2023) 69			Expected direction of progress: Increase		
CONTEXT INDICATOR 8	<i>Number of policies and regulatory and institutional frameworks developed and adopted by public and private actors to align public and private finance with the SDGs: (UNDP indicator E.3.2)</i>	Baseline: (2021) Policies: 56 Regulatory frameworks: 4 Institutional frameworks: 40	Latest data: (2023) Policies: 204 Regulatory frameworks: 27 Institutional frameworks: 118			Expected direction of progress: Increase		

Tier Three: Outputs

Output 1: UNCDF investments under execution								
	Indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target
OP	The number and total US\$ value of UNCDF investments issued during the year							
1.1	a)	338,	382,	352	130	●	420	443
	Total number of UNCDF investments							
	Total USD value of UNCDF investments	\$38,900,000	\$44,125,000	\$71,250,000	\$21,548,370	●	\$80,300,000	\$92,700,000
	a.1) catalytic grants	328 \$36,700,000	375, \$40,000,000	280, \$47,250,000	122, \$13,611,737	●	342, \$54,300,000	408, \$61,700,000
	a.2) loans and guarantees	10, \$2,200,000	7, \$ 4,125,000	27, \$24,000,000	8, 7,936,633	●	30, \$26,000,000	35, \$31,000,000
	b.1) directed at public entities	103,	112,	205,	51,	●	260,	310,

		\$20,900,000	\$22,725,000	\$36,000,000	\$4,372,692		\$42,000,000	\$47,000,000
b.2) directed at private entities	235, \$18,000,000	270, \$21,400,000	102, \$35,250,000	79, \$17,175,678	●	112, \$38,300,000	133, \$45,700,000	
c.1) designed to positively impact on inclusive digital economies	191, \$11,900,000	211, \$11,355,000	120, \$11,250,000	37, \$4,624,075.66	●	130, \$12,300,000	140, \$14,700,000	
c.2) designed to positively impact on local transformative finance	135, \$24,400,000	156, 26,450,000	205, \$36,000,000	86, \$8,768,678	●	260, \$42,000,000	310, \$47,000,000	
c.3) other (SME development, green / blue economy)	12, \$2,600,000	15, \$ 6,320,000	27, \$24,000,000	67, \$15,012,757.66	●	30, \$26,000,000	35, \$31,000,000	
Incremental								
Output 2: Pipeline of investment opportunities developed								
Indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target	
OP	The number and estimated US\$ value of opportunities that are investment-ready following UNCDF support⁹							
2.1	a) The number and estimated US\$ value - investment-ready ¹⁰	0	94, \$204,410,000	175, \$260,350,000	263, \$293,280,475	●	265, \$282,886,000	346, \$1,187,450,000
	a.1) Where intended investees are public entities	0	20, \$137,800,000	30, \$146,000,000	39, \$157,401,029	●	40, \$152,000,000	50, \$1,039,000,000
	a.2) Where intended investees are private entities	0	70, \$36,966,000	139, \$79,350,000	205, \$87,869,062	●	217, \$90,886,000	286, \$103,450,000
	a.3) Where intended investees are PPP (private-public partnerships)	0	4, \$29,645,000	6, \$35,000,000	19, \$50,346,784	●	8, \$40,000,000	10, \$45,000,000
Cumulative								
Output 3: Partner capacity and institutional/organizational scope developed								
Indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target	
OP	The number of new/revised policies, strategies and regulations that are or have been in development in the Strategic Framework period with UNCDF support and/or with clear link to UNCDF advocacy¹¹							
3.1	a) Total	49	77	104	121	●	135	136
	a.1) Designed to positively impact on inclusive digital economies	23	36	37	66	●	39	39

⁹ New global indicator. For disaggregation b.1) – b.5) overlap is possible, i.e., some investment opportunities reported may be designed to impact on more than one priority area. Projects under Inclusive Digital Economies priority area will start reporting on this indicator in 2023.

¹⁰ 2022 actuals as well as milestones and targets for a) and a.1) have been revised to adjust incorrect results and milestones for one project preparing feasibility studies for large public infrastructure projects in West Africa. The target remains unchanged as these large projects are expected to be investment-ready by 2025.

¹¹ For disaggregation a.1) – a.5) overlap is possible, i.e., some policies, strategies, regulations reported may cover more than one priority area.

	a.2) Designed to positively impact on local transformative finance	26	40	50	51	●	60	70
	a.3) Designed to positively impact on women's economic empowerment	N/A	28	35	31	●	45	55
	a.4) Designed to positively impact on climate/clean energy/biodiversity	N/A	20	30	24	●	35	40
	a.5) Designed to positively impact on sustainable food systems	N/A	10	15	11	●	18	20
Cumulative								
OP	The number of funds or other financing mechanisms that are or have been in development in the Strategic Framework (SF) period with support from UNCDF¹²							
3.2	a) Total	N/A	35	43	45	●	62	80
	a.1) Private	N/A	5	7	14	●	9	10
	a.2) Public	N/A	17	19	18	●	26	35
	a.3) Blended (private/public)	N/A	13	17	13	●	27	35
	b.1) Designed to positively impact on women's economic empowerment	N/A	20	24	27	●	32	40
	b.2) Designed to positively impact on climate/clean energy/biodiversity	N/A	16	18	18	●	24	30
	b.3) Designed to positively impact on sustainable food systems	N/A	5	8	7	●	12	16
Cumulative								
OP	Better than Cash Alliance (BtCA) members and non-members committing to and adopting responsible payments digitization							
3.3	Total	0	25	26	57	●	41	57
Output 4: Partners pilot / launch new or improved products, services and infrastructure								
Indicators		Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target
OP	The number of new or improved products, services and infrastructures piloted/launched with UNCDF support¹³							
4.1	a) Total	454	1034	1,219	1279	●	1,479	1,774
	a.1) Digital products & services	99	230	254	307	●	324	399
	a.2) Non-digital products & services	35	117	125	130	●	135	155
	a.3) Infrastructure	320	687	840	842	●	1,020	1,220

¹² For disaggregation b.1) – b.3) overlap is possible, i.e., some funds or financing mechanisms may be designed to impact on more than one priority area.

¹³ For disaggregation b.1) – b.3) overlap is possible, i.e., some products, services, infrastructures may be designed to impact on more than one priority area.

	b.1) Operating to positively impact on women's economic empowerment	N/A	96	175	117	●	295	420
	b.2) Operating to positively impact on climate/clean energy / biodiversity	N/A	315	450	470	●	625	750
	b.3) Operating to positively impact on sustainable food systems	N/A	78	140	80	●	225	310
Cumulative								
OP	The number of people who have received capacity development support							
4.2	a) Total - people	2,078,000	4,730,507	5,000,400	5,281,972	●	5,600,000	6,185,400
	a.1) Total - female/women	1,021,000	2,188,502	2,494,500	2,407,946	●	2,845,000	3,197,700
	a.2) Total - youth (aged 15-29 years)	N/A	786,282	1,250,000	835,597	●	1,400,000	1,545,000
	b.1) Capacity development relating to IDE	2,070,000	4,344,027	4,405,400	4,844,629	●	4,823,000	5,230,400
	b.2) Capacity development relating to LTF	8,490	19,175	20,000	23,726	●	25,000	30,000
	b.3) Capacity development relating to women's economic empowerment	N/A	247,287	350,000	591,560	●	432,000	500,000
	b.4) Capacity development relating to climate/energy/biodiversity finance	N/A	86,581	150,000	998,614	●	220,000	300,000
	b.5) Capacity development relating to sustainable food systems finance	N/A	33,437	75,000	47,531	●	100,000	125,000
Cumulative								

Tier Four: Institutional Effectiveness

Institutional Effectiveness 1: Resourcing								
Indicators		Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 target
IE	Total US\$ core funding and number of partners contributing							
1.1	a) Total US\$	\$14,700,000	\$13,598,708	\$25,000,000	\$10,200,000	●	\$25,000,000	\$25,000,000
	b) # partners	11	9	13	8	●	15	18
IE	US\$ volume and % non-core funding mobilized							

1.2	a) Total US\$	\$122,400,000	\$156,899,407	\$150,000,000	\$122,800,000	●	\$175,000,000	\$200,000,000
	a.1) % mobilized from development partners	61.6%	44.4%	60%	73%	●	60%	60%
	a.2) % mobilized from Private & NGOs	8.9%	4.4%	10%	6%	●	11.4%	12.5%
	a.3) % mobilized from UN Pooled Funding	29.4%	51.3%	30%	21%	●	28.6%	27.5%
IE	The number of countries where UNCDF provided support on sustainable financing for development							
1.3	a) The total number of countries	48	76	52	81	●	54	56
	a.1) LDCs	37	37	40	41	●	42	44
IE	Percentage share of core and total country-level programme expenditures (excluding local resources) spent in LDCs							
1.4	Total	86.3%	84.4%	85%	43%	●	85%	85%
IE	Percentage of delivery against approved budget							
1.5	Total	82%	85%	85%	68%	●	85%	85%
IE	Percentage of total UNCDF resource expenditure utilization committed to capital investments							
1.6	a) Total	40%	37%	45%	16%	●	48%	50%
	a.1) Grants	N/A	33.8%	34%	14%	●	34%	34%
	a.2) Loans	N/A	2.6%	8%	0%	●	10%	12%
	a.3) Guarantees	N/A	0.6%	2%	2%	●	4%	4%
IE	Percentage of total UNCDF expenditure committed to a) management activities and b) travel costs							
1.7	a) Management activities	3.2%	3%	7%	10%	●	7%	7%
	b) Travel costs	6.0%	5%	5.5%	5%	●	5.0%	4.5%
Institutional Effectiveness 2: Partnership and cooperation								
IE	The number of joint programmes /projects between UNCDF and other UN partners							
2.1	Total	70	81	77	69	●	82	87
IE	The percentage of programmes/projects implemented in collaboration with: a) International Financial Institutions and Development Finance Institutions; b) private sector; c) civil society organizations; d) multiple stakeholder categories							
2.2	a) With International Financial Institutions and Development Finance Institutions	n/a	9%	4%	3%	●	5%	6%
	b) With private sector	n/a	22%	25%	17%	●	30%	35%
	c) With civil society organizations	n/a	9%	12%	8%	●	15%	18%
	d) With multiple stakeholder categories	n/a	73%	35%	44%	●	40%	50%
IE	The percentage of initiatives mainstreaming South-South and triangular cooperation as an implementation modality							
2.3	Total	n/a	10%	18%	28%	●	20%	25%
Institutional Effectiveness 3: Organizational stewardship								
IE	Annual number of completed evaluations							
3.1	a) Total	3	3	4	3	●	4	4

	a.1) Joint evaluations	1	1	1	0		1	1
	a.2) Independent system-wide and UN Cooperation Framework evaluations	0	0	1	0		0	1
IE	Implementation rate (%) of agreed actions in evaluation management responses							
3.2	Total	100%	100%	100%	92%	●	100%	100%
IE	The percentage of UNCDF evaluations assessed by UNDP Independent Evaluation Office's external quality assessment which are rated satisfactory or above							
3.3	Total	80%	100%	80%	100%	●	80%	80%
IE	Percentage of audits completed that meet UNDP Office of Audit and Investigation (OAI) selection criteria							
3.4	Total	100%	100%	100%	100%	●	100%	100%
IE	The percentage of audits that are unqualified							
3.5	Total	100%	100%	100%	100%	●	100%	100%
IE	Implementation rate of agreed-upon audit recommendations							
3.6	Total	85%	100%	100%	100%	●	100%	100%
IE	The percentage of programmes/projects that regularly update risk logs in the project documents							
3.7	Total	85%	87%	90%	75%	●	92%	95%
Institutional Effectiveness 4: Gender equality								
IE	The percentage of UNSWAP on GEEW minimum standards met or exceeded							
4.1	Total	88%	88%	90%	88%	●	92%	92%
IE	The percentage of projects categorized with gender markers 2 and 3							
4.2	a) Gender marker 2	59%	59%	60%	60%	●	60%	60%
	b) Gender marker 3	10%	9%	12%	9%	●	14%	15%
Institutional Effectiveness 5: People								
Institutional Effectiveness indicators		Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 milestone
IE	The percentage of staff who are female at all and P4 and above levels							
5.1	a) Total	43.4%	44.2%	50%	50%	●	50%	50%
	b) At P4 and above	34.5%	33.3%	50%	48%	●	50%	50%
IE	The percentage of staff surveyed who rated UNCDF favourably on Global Staff Survey, disaggregated by sex, in a) empowerment and b) engagement dimensions							
5.2	a) In empowerment	67% (m: 69%; f: 64%)	N/A	80% (m: 80%; f: 80%)	39% (M: 20%; F: 19%)	●	80% (m: 80%; f: 80%)	80% (m: 80%; f: 80%)
	b) In engagement dimensions	78% (m: 81%; f: 73%) (2020)	N/A	80% (m: 80%; f: 80%) (2020)	43% (M: 22%; F: 21%)	●	80% (m: 80%; f: 80%) (2020)	80% (m: 80%; f: 80%)
Institutional Effectiveness 6: Knowledge and communications								

Institutional Effectiveness indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 milestone	
IE 6.1	Number of monthly unique visitors to public external website							
	Total	30,000	27,467	40,000	68,784	●	45,000	50,000
IE 6.2	The number of people engaged with UNCDF social media platforms							
	Total	275,000	321,551	325,000	396,726	●	350,000	375,000
IE 6.3	The number of knowledge / thought leadership products downloaded from public external website							
	Total	4,000	3,977	4,850	4,662	●	5,320	5,850
IE 6.4	Percentage of annual expenditure accounted for and reported on IATI dashboard							
	Total	100%	100%	100%	N/A		100%	100%
Institutional Effectiveness 7: Environmental stewardship								
Institutional Effectiveness indicators	Baseline	2022 actual	2023 milestone	2023 actual	Delivery	2024 milestone	2025 milestone	
IE 7.1	The percentage of projects applying (UNDP's) environmental and social standards							
	Total	50%	65%	75%	80%	●	80%	90%
IE 7.2	Total carbon footprint of UNCDF staff and consultants' air travel ¹⁴							
	Total	N/A	4,788,300 pounds CO2e	-10%	-13%	●	-18%	-25%

¹⁴ IE 7.2. Based on internal UNCDF calculations. 2022 result to serve as baseline. Milestones and targets expressed as percentage reduction in emissions. UNCDF aims to reduce its emissions from air travel by 25% by 2025.

Appendix 1: Adjustments made after IRRM 2022-2025 was presented to Executive Board, February 2022

Impact indicators

- **IMP1** – deleted part (b) Proportion of population living below the national poverty line, by sex and age (SDG indicator 1.2.1)] due to insufficient data; adjusted disaggregation
- **IMP3** - added HDI data and low human development countries

Development Results indicators

- **OC 1.1** – adjusted formulation of indicator from “percentage change” to “net change”, adjusted disaggregation
- **OC 1.2** – adjusted (b) to keep data collection realistic, disaggregation removed
- **OC 1.3** – adjusted indicator language to include “infrastructures... completed”; and deleted b) ‘crowded in ‘.
- **OC 2.1** – deleted disaggregation by priority area, only kept disaggregation by public and private finance
- **OC 2.2** – deleted disaggregation by priority area, only kept disaggregation by public and private finance
- **OC 2.3** – changed from cumulative to incremental indicator
- **OC 3.2** – deleted disaggregation by priority area to simplify reporting
- **OC 3.3** – ‘improved’ changed to ‘revised’
- **OP 1.1** – to enable data collection, changed from “...investments under execution at the end of the year” to “...investments issued during the year”
- **OP 1.1** – deleted disaggregation for investments “directed at PPP”; and “designed to positively impact on women’s economic empowerment”; “climate, clean energy and biodiversity”; “sustainable food systems” due to lack of data in 2022; added disaggregation for “designed to positively impact on local transformative finance”
- **OP 3.3** – indicator deleted to further simplify the IRRM, partial overlaps with OP 1.1, OP 4.1
- **OP 4.2** – capability support changed into capacity development for clarity

Institutional Effectiveness indicators

- **IE 1.1** – removed disaggregation ‘bulleting’ from main indicator formulation
- **IE 1.2** – removed “disaggregated by...” from main indicator formulation
- **IE 1.6** – removed “disaggregated by...” from main indicator formulation
- **IE 1.4 -1.8** – corrected numbering (IE 1.3 was missing in original)
- **IE 3.3** – changed “satisfactory and highly satisfactory” to “satisfactory and above”
- **IE 3.4** – revised indicator to be in line with IE 3.4 in IRRM 2018-21
- **IE 3.8** – indicator deleted to further simplify the IRRM (*“The percentage of programmes / projects, which were at least 18 months into implementation at the beginning of the year, that conducted an independent review of progress during the year”*)
- **IE 4.2** – removed disaggregation ‘bulleting’ from main indicator formulation
- **IE 5.1** – ‘managerial levels’ changed to ‘P4 and above’, disaggregation removed from indicator main formulation

Appendix 2: Adjustments made to IRRM in 2024 based on midterm review

- **OP 1.2** – Indicator has been deleted as it turned out too complex to implement. (“Performance of US\$ value-weighted UNCDF investment against their specific KPIs”)
- **OP 2.1** – Original sub-indicators b.1) – b.5) to track investment-ready projects across the five priority areas in the Strategic Framework have been deleted due to lack of clear data.