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**Annex 2**

**Integrated results and resources framework (IRRF)**

19 July 2021

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| --- |
| NOTE: This is the draft IRRF for the UNDP Strategic Plan, 2022–2025. At this point, the monitoring framework for the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) is under development and has not yet been made available. As such, the present draft does not incorporate any QCPR indicators. Similarly, it does not yet contain common or complementary indicators with other United Nations agencies, as they are also awaiting the finalization of the QCPR monitoring indicators to be incorporated in their IRRFs.  Following the circulation of QCPR monitoring framework, expected by the end of July or early August 2021, a final version of the IRRF with full information will be posted on the Executive Board’s website for presentation at its second regular session. |

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# Introduction

UNDP Strategic Plan, 2022-2025, and the Integrated Results and Resources Framework

The Strategic Plan, 2022-2025, describes the future direction of UNDP, continuing from the Strategic Plan, 2018-2021. The accompanying Integrated Results and Resources Framework (IRRF) summarizes the development and organisational results to be achieved by UNDP with its partners. The IRRF is developed based on lessons learned from the midterm review of the Strategic Plan, 2018-2021, and from independent evaluations, audits, and assessments. A series of consultations have taken place within UNDP, with United Nations entities, particularly UNICEF, UNFPA and UN-Women, and stakeholders and partners.

The IRRF captures UNDP’s support to expand people’s choices for a fairer, sustainable future, to build the world envisioned by Agenda 2030 through three inter-related outcome areas, namely structural transformation, leaving no one behind and resilience building. UNDP will continue to work through its six signature solutions on poverty and inequality, governance, resilience, environment, energy, and gender equality. These are where countries’ needs are greatest and where the capabilities and position of UNDP within the United Nations development system best equip the organization to work. UNDP’s approach will be enhanced by applying three enablers - strategic innovation, digitalisation, and development financing - to scale up development impact and support delivery. For UNDP to accelerate development results calls for the organisation to be more agile and anticipatory. Continued improvements to internal capacities, systems and processes will strengthen the organisation’s abilities to support transformative changes.

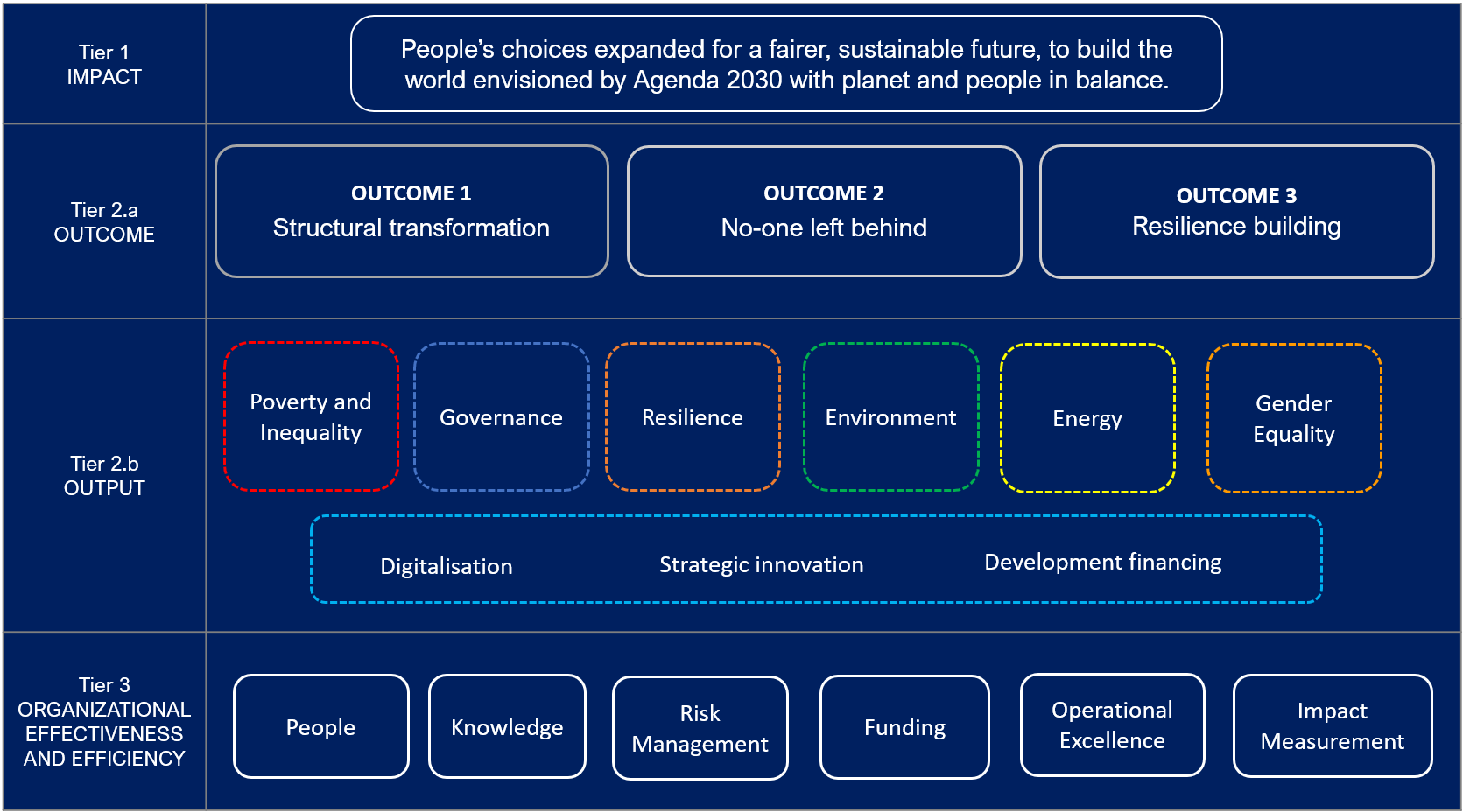
**Structure of the IRRF**

As guided by the UNSDG Results-based Management Guidebook and aligned with the IRRFs of UNICEF, UNFPA and UN-Women, the UNDP IRRF incorporates impact, outcome and output statements and indicators necessary for monitoring progress of the results set out in the Plan.

While impact- and outcome-level results reflect the combined efforts of governments, United Nations organizations, international financial institutions, the private sector, civil society and other partners, output-level results closely reflect the specific contribution of UNDP to longer-term sustainable change and the 2030 Agenda. Each indicator is selected as a useful measure for managing progress in relation to linked results rather than being bound by a rigid causal chain, allowing UNDP and partners to see where the organization is making progress and a difference.

The figure below illustrates the results architecture of the IRRF for 2022-2025, reflecting the achievement of institutional-level results that contribute to the success of higher-level development results.

Figure: 2022-2025 IRRF Results Architecture



Estimated expenditure for 2022-2025 (in millions of dollars) **$24,149.0**

Regular resources $3,391.4

Other resources $20,757.6

(Note: Further breakdown will be included in the final IRRF.)

**Tier 1 - Impact level**

The impact statement, “People’s choices expanded for a fairer, sustainable future, to build the world envisioned by Agenda 2030 with planet and people in balance”, represents long-term development effects that benefit people. Impact will be monitored through a set of Sustainable Development Goal indicators and other global indicators and indices closely related to the vision of the Strategic Plan 2022-2025.

**Tier 2.a - Outcome level**

Outcome statements are drawn from UNDP’s three directions of change, representing medium-term changes in development conditions to which UNDP contributes, working with governments and other partners.

* Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions
* Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development
* Outcome 3: Resilience built to respond to systemic uncertainty and risk

Outcomes will be monitored through a set of Sustainable Development Goal indicators and other global indicators and indices closely related to the vision of the Strategic Plan 2022-2025. Where relevant, these indicators are also adopted in the IRRF of other United Nations agencies, which seek to contribute to common outcome areas with UNDP.

**Tier 2.b - Output level**

Output level results are expected to contribute to outcome-level results and reflect changes resulting from completing activities within a development intervention. Outputs illustrate UNDP’s capabilities and collaborative advantage within the United Nations system while underpinning UNDP’s commitment to the inter-governmentally agreed principles of accountability and adhering to the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in all its programmes and activities.

Enablers are factors that increase the likelihood of successful implementation. They increase potential scale and impact by leveraging strategic innovation, digitalisation, and development financing to achieve more within the six signature solutions. They contribute to development and organisational results. UNDP’s signature solutions on poverty and inequality, governance, resilience, environment, energy, and gender equality and enablers are captured at the output level through 21 outputs. Outputs will be monitored through a set of output indicators, which are disaggregated by gender, age group, geographical location, and socio-economic status where relevant, to enable UNDP to monitor the extent to which it is reaching the target beneficiary groups.

**Tier 3 - Organisational Effectiveness and Efficiency level**

In support of these development results, UNDP needs to be fit for purpose to deliver against its Strategic Plan 2022-2025. UNDP will focus on strengthening six key areas - people, knowledge, risk management, funding, operational excellence, and impact measurement - to enable the organisation to remain agile and effective.

**Enhancements to the 2022-2025 IRRF**

The IRRF reflects lessons from the midterm review of the Strategic Plan, 2018-2021, and from independent evaluations, audits and external assessments as well as inputs from with the United Nations entities, especially UNICEF, UNFPA, UN-Women and stakeholders and partners. It was developed in a highly consultative and participatory process with the insights of UNDP’s policy experts, monitoring and evaluation (M&E) specialists and representatives from regional bureaux and country offices to reflect the views of actual “users” of the IRRF on the ground.

Several enhancements are reflected in the IRRF:

* Clear alignment with the Strategic Plan, 2022-2025, in term of strategic focus, contents and structure.
* Adoption of impact and outcome indicators from UNDP-led global data and indices, including the Multidimensional Poverty Index, Planetary-pressure adjusted HDI, Inequality adjusted HDI and Gender Social Norms Index, in addition to the relevant SDG indicators,
* Simplified structure with a smaller number of outputs (down from 27 in 2018-2021 to 21) in line with the six signature solutions and three enablers,
* Introduction of indicators that capture cross-border and regional results in addition to country-level results,
* Indicators that are useful both for corporate-level results analytics and country-level results monitoring with the introduction of a rating scale (0-4) to binary indicators when the IRRF indicators are implemented at the country level, and
* Clear structure at the organizational effectiveness and efficiency level (Tier 3) in line with the six key areas - people, knowledge, risk management, funding, operational excellency, and impact measurement.

**Inter-agency common and complementary indicators**

(Note: Relevant QCPR indicators and common and complementary indicators will be included in the final IRRF.)

Together with key United Nations partners, UNDP has identified some key common and complementary indicators that contribute to interagency processes to track system-wide changes. Common and complementary indicators help clarify how UNDP is achieving results in a coherent manner with other United Nations entities from across the system, including in response to the QCPR.

Common indicators are those that appear verbatim in at least two entities’ results frameworks and are drawn, where possible, directly from other globally agreed frameworks – including most importantly the QCPR monitoring and reporting framework. Complementary indicators are those in the results framework that are not repeated verbatim in the results framework of another agency, but are related to or provide different but complementary lenses or insights into the same issue or high level result, such as a Sustainable Development Goal target. To be categorized as a complementary indicator, a related indicator will have been identified as being tracked corporately by at least one other agency in the United Nations. Common and complementary indicators are noted in parentheses at the end of indicator statements listing United Nations entities that share them. Normal font is used when the indicator is common, italics for complementary indicators.

# Tier One: Development Impact

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **IMPACT: People’s choices expanded for a fairer, sustainable future, to build the world envisioned by Agenda 2030 with planet and people in balance.** | | | | | | |
| Impact Indicator | | Baseline | Latest Data | | | Expected direction of progress |
| 1 | Global poverty headcount   1. Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) 2. Proportion of population living below the national poverty line, by sex and age |  |  | | |  |
| SDG 1.1.1 and 1.2.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 2 | Multidimensional Poverty Index |  |  | | |  |
| Data source: UNDP Human Development Report Office <http://hdr.undp.org/en/composite/MPI> | | | | | |
| Planetary pressures–adjusted Human Development Index |  |  | | |  |
| Data source: UNDP Human Development Report Office <http://www.hdr.undp.org/en/content/planetary-pressures%E2%80%93adjusted-human-development-index-phdi> | | | | | |
| 3 | Inequality-adjusted Human Development Index |  |  | | |  |
| Data source: UNDP Human Development Report Office <http://hdr.undp.org/en/composite/IHDI> | | | | | |
| 4 | Annual growth rate of real GDP per employed person (%) |  |  | | |  |
| SDG 8.2.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 5 | Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities |  | |  |  | |
| SDG 10.2.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 6 | Gender Social Norms Index |  | |  |  | |
| Data source: UNDP Human Development Report Office <http://hdr.undp.org/en/gsni> | | | | | |

# Tier Two: Development Outcomes and Outputs

|  | | **OUTCOME 1** **Structural transformation accelerated, particularly green, inclusive and digital transitions.** | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Outcome Indicator | | | | Baseline | Latest Data | Expected direction of progress |
| 1 | International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems | | |  |  |  |
| SDG 7.a.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 2 | Proportion of individuals using the Internet:   1. Total 2. Female 3. Male | | |  |  |  |
| Data source: ITU ICT Statistics <https://www.itu.int/en/ITU-D/Statistics/Pages/stat/default.aspx> | | | | | |
| 3 | SDG 16.7.1 Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups  a.1 Ratio for female members of parliaments (Ratio of the proportion of women in parliament in the proportion of women in the national population with the age of eligibility as a lower bound boundary), Lower Chamber or Unicameral  a.2 Ratio for female members of parliaments (Ratio of the proportion of women in parliament in the proportion of women in the national population with the age of eligibility as a lower bound boundary), Upper Chamber  a.3 Ratio of young members in parliament (Ratio of the proportion of young members in parliament (age 45 or below) in the proportion of the national population (age 45 or below) with the age of eligibility as a lower bound boundary), Lower Chamber or Unicameral  a.4 Ratio of young members in parliament (Ratio of the proportion of young members in parliament (age 45 or below) in the proportion of the national population (age 45 or below) with the age of eligibility as a lower bound boundary), Upper Chamber | | |  |  |  |
| SDG 16.7.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 4 | Proportion of seats held by women in   1. National parliaments 2. Local governments | | |  |  |  |
| SDG 5.5.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 5 | Proportion of women in managerial positions   1. Managerial positions 2. Senior and middle management positions | | |  |  |  |
| SDG 5.5.2  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 6 | Proportion of women on boards in climate mechanisms and funds | | |  |  |  |
| Data source: Gender Climate Tracker <https://genderclimatetracker.org/statistics-bodies> | | | | | |
| 7 | Proportion of gender-sensitive policy measures in total policy measures enacted in response to COVID-19, which address:   1. Women's economic security 2. Unpaid care work 3. Violence against women | | |  |  |  |
| Data source: COVID-19 Global Gender Response Tracker <https://data.undp.org/gendertracker/> | | | | | |
| 8 | Proportion of time spent on unpaid domestic and care work, by sex, age and location | | |  |  |  |
| SDG 5.4.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 9 | Percentage of achievement of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of sex in relation to:   1. Violence against women 2. Overarching legal frameworks and public life 3. Employment and economic benefits, marriage and family | | |  |  |  |
| SDG 5.1.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 10 | Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider | |  | |  |  |
| SDG 8.10.2  Data source: <https://unstats.un.org/sdgs/indicators/database> | | | | | |
| 11 | Proportion of youth (aged 15-24 years) not in education, employment or training | |  | |  |  |
| SDG 8.6.1  Data source: <https://unstats.un.org/sdgs/indicators/database> | | | | | |

|  | | **OUTCOME 2** **No-one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.** | | | |
| --- | --- | --- | --- | --- | --- |
| Outcome Indicator | | | Baseline | Latest Data | Expected direction of progress |
| 1 | Multidimensional Poverty Headcount:   1. proportion of population in multidimensional poverty 2. proportion of population vulnerable to multidimensional poverty | |  |  |  |
| Data source: UNDP Human Development Report Office <http://hdr.undp.org/en/composite/MPI> | | | | |
| 2 | Proportion of population covered by at least one social protection benefit, disaggregated by sex | |  |  |  |
| SDG 1.3.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | |
| 3 | Proportion of small-scale industries with a loan or line of credit | |  |  |  |
| SDG 9.3.2  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | |
| 4 | Labour force participation rate for persons aged 15+, by gender (and race/ethnicity where available) | |  |  |  |
| Data source: ILOSTAT [https://ilostat.ilo.org/data/#](https://ilostat.ilo.org/data/) | | | | |
| 5 | Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age | |  |  |  |
| SDG 5.2.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | |
| 6 | Proportion of informal employment, by sector and sex (ILO harmonized estimates) | |  |  |  |
| SDG 8.3.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | |
| 7 | Percentage of women ages 15 and older who report having an individual or joint account at a bank or other financial institution or who report using a mobile money service | |  |  |  |
| Data source: World Bank Global Findex Database <https://globalfindex.worldbank.org/> | | | | |

|  | | **OUTCOME 3** **Resilience built to respond to systemic uncertainty and risk** | | | |
| --- | --- | --- | --- | --- | --- |
| Outcome Indicator | | | Baseline | Latest Data | Expected direction of progress |
| 1 | Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework | |  |  |  |
| SDG Indicator 1.5.3  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> (Indicator 1.5.3) | | | | |
| 2 | Number of countries whose vulnerability to crisis and disaster risk has improved | |  |  |  |
| Data source: INFORM Risk Index European Commission <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk> | | | | |
| 3 | Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters:   1. Average Annual Loss (AAL) attributed to disasters in relation to GDP 2. Average Annual Loss attributed to disasters 3. Damaged critical infrastructure, health 4. Damaged critical infrastructure, education | |  |  |  |
| SDG Indicator 11.5.2  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | |
| 4 | Number of vulnerable people covered by disaster and climate risk insurance | |  |  |  |
| Data source: InsuResilience <https://annualreport.insuresilience.org/insuresilience-at-a-glance/> | | | | |
| 5 | Number of victims of intentional homicide per 100,000 population, by sex and age | |  |  |  |
| SDG 16.1.1  Data source: Global SDG Indicators Database <https://unstats.un.org/sdgs/indicators/database> | | | | |
| 6 | Proportion of women among mediators, negotiators and technical experts in peace negotiations | |  |  |  |
| Data source: Council on Foreign Relations (CFR) <https://www.cfr.org/womens-participation-in-peace-processes/explore-the-data> | | | | |
| 7 | Number of adopted National Action Plans on women, peace and security with monitoring indicators | |  |  |  |
| Data source: WILF NAP database <http://1325naps.peacewomen.org/index.php/nap-overview/> | | | | |

**Tier Two: Development Outputs**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Result** | **Indicator** | **2021** | **2022** | **2023** | **2024** | **2025** |
| Baseline | Milestone | Milestone | Milestone | Target |
| **Signature Solution 1: Poverty and Inequality** | | | | | | |
| **1.1 The 2030 Agenda, Paris Agreement and other intergovernmentally-agreed frameworks** integrated in national and local development plans, measures to accelerate progress put in place, and budgets and progress assessed using data-driven solutions  Contributing Outcomes[[1]](#footnote-2)  ❶②③ | 1.1.1 Number of countries that have development plans and budgets that integrate intergovernmentally-agreed frameworks across the whole-of-government:   * 2030 Agenda for Sustainable Development * Paris Agreement * Beijing Declaration and Platform for Action * SAMOA Pathway * Istanbul Programme of Action for the Least Developed Countries[[2]](#footnote-3) * Vienna Programme of Action for Landlocked Developing Countries * African Union Agenda 2063 |  |  |  |  |  |
| NOTE  Rating scale at country level[[3]](#footnote-4): 0 = Not integrated, 1 = Integration started, 2 = Integration in progress, 3 = Almost complete, **4 = Integrated** | | | | | |
| 1.1.2 Number of countries with data collection and/or analysis mechanisms providing disaggregated data to monitor progress towards the SDGs:   * Conventional data collection methods (e.g. surveys) * Administrative reporting systems * Innovative data sources (e.g. big data) |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| **1.2. Social protection services** **and systems** strengthened across sectors with increased investment  Contributing Outcomes  ❷①③ | 1.2.1 Number of countries with policy measures and institutional capacities in place to increase access to social protection schemes targeting:   * Women * Urban poor * Rural poor * Person with disabilities * informal sector workers |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 – Not in place, 1 – Work started, 2 – Work in progress, 3 – Work almost complete, **4 – In place** | | | | | |
| 1.2.2 Number of countries that have increased types and quality of social protection services:   * Type of services[[4]](#footnote-5) * Quality of services * Coverage * Adequacy * Access |  |  |  |  |  |
| NOTE  Improvement will be measured by subtracting a previous year value from a reporting year value. (Positive value = Improvement)  Types of service = number  Quality rating at country level: 0 = Very low, 1 = Low, 2 = Neither low nor high, 3 = High, 4 = Very high | | | | | |
| **1.3 Access to basic services and financial and non-financial assets and services** improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity  Contributing Outcomes  ❷①③ | 1.3.1 Number of people[[5]](#footnote-6) accessing basic services:   * Female * Male * Sex-disaggregated data unavailable * Poor (income measure) * Informal sector workers * Youth * Persons with disabilities * Displaced populations * Ethnic minorities |  |  |  |  |  |
| 1.3.2 Number of people accessing financial services:   * Female * Male * Sex-disaggregated data unavailable * Poor (income measure) * Informal sector workers * Youth * Persons with disabilities * Displaced populations * Ethnic minorities |  |  |  |  |  |
| 1.3.3 Number of people accessing non-financial assets:   * Female * Male * Sex-disaggregated data unavailable * Poor (income measure) * Informal sector workers * Youth * Persons with disabilities * Displaced populations * Ethnic minorities |  |  |  |  |  |
| **1.4** Equitable, resilient and sustainable **systems for health and pandemic preparedness** strengthened to address communicable and non-communicable diseases, including COVID-19, HIV, tuberculosis, malaria and mental health  Contributing Outcomes  ❷③① | 1.4.1 Number of people who have access to HIV and related services:   * Behavioural change communication * Number of females reached * Number of males reached * Antiretroviral (ARV) treatment * Number of females reached * Number of males reached |  |  |  |  |  |
| 1.5.1 Number of countries, which:   * introduced digital solutions for vaccine delivery and health systems strengthening * deployed hyperlocal vaccine data analytics for decision making and equitable and inclusive responses * introduced environmentally and socially sustainable disposal of immunization waste * introduced scalable and reliable clean energy solutions across COVID-19 vaccination services |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = Introduced / deployed** | | | | | |
| **Signature Solution 2: Governance** | | | | | | |
| **2.1 Open, agile, accountable and future-ready governance systems** in place to co-create and deliver solutions to accelerate SDG achievement  Contributing Outcomes  ❶②③ | 2.1.1 Number of measures to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors at:   * Regional level * National level * Sub-national level * Sectoral level |  |  |  |  |  |
| 2.1.2 Number of countries with measures to prevent illicit financial flows and improve the effectiveness, transparency and accountability of development financing and domestic resource mobilization |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| 2.1.3 Number of multi-stakeholder mechanisms[[6]](#footnote-7) to strengthen public sector agility, collaboration, and the co-design, public and private financing and delivery of solutions for sustainable development at:   * Regional level * National level * Sub-national level |  |  |  |  |  |
| **2.2 Civic space and access to justice** expanded, **racism and discrimination** addressed, and **rule of law**, **human rights and equity** strengthened  Contributing Outcomes  ❶③② | 2.2.1 Number of countries with institutions, systems, or stakeholders with capacities to support fulfilment of nationally and internationally ratified human rights obligations:   * Rule of law and justice * Human rights * Private sector, including publicly owned companies |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Capacity low, 2 = Capacity neither low nor high, **3 = Capacity high, 4 = Capacity very high** | | | | | |
| 2.2.2 Number of countries that have targeted systems with strengthened capacities to:   * address discrimination * address racism * expand civic space |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| 2.2.3 Number and proportion of people supported, who have access to justice:   * Female * Male * Sex-disaggregated data unavailable * Youth * Poor (income measure) * Persons with disabilities * Displaced populations * Ethnic minorities |  |  |  |  |  |
| **2.3 Responsive governance systems** and **local governance** strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding  Contributing Outcomes  ❸①② | 2.3.1 Number of national institutions with strengthened public administration and core government functions for:   * Improved service delivery * Community security * Prevention |  |  |  |  |  |
| 2.3.2 Number of new measures that improved agility and responsiveness of local governance institutions for:   * Basic service delivery * Government-community engagement platforms * Prevention |  |  |  |  |  |
| **2.4 Democratic institutions and processes** strengthened for an inclusive and open public sphere with expanded public engagement  Contributing Outcomes  ❷①③ | 2.4.1 Number of countries with:   * constitution making processes with mechanisms for civic engagement * Electoral Management Bodies with strengthened capacity to conduct inclusive, peaceful and credible elections * parliaments with improved capacities to undertake inclusive, effective and accountable law-making, oversight and representation |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| 2.4.2 Number of new voters registered:   * Female * Male * Sex-disaggregated data unavailable |  |  |  |  |  |
| 2.4.3 Number of people who participated in elections:   * Female * Male * Sex-disaggregated data unavailable |  |  |  |  |  |
| 2.4.4 Number of new people registered with legal identity:   * Female * Male * Sex-disaggregated data unavailable |  |  |  |  |  |
| 2.4.5 Number of cross-border, regional, national and sub-national initiatives, policies, and strategies to protect and promote:   * Civil society to function in the public sphere and contribute to sustainable development * Transparent spaces, mechanisms and capacities for public dialogue * Access to reliable information on issues of public concern |  |  |  |  |  |
| **Signature Solution 3: Resilience** | | | | | | |
| **3.1 Institutional systems to manage multi-dimensional risks and shocks** strengthened at regional, national and sub-national levels  Contributing Outcomes  ❸①② | 3.1.1 Number of risk-informed development strategies and plans in place at:   * regional level * national level * sub-national level * sectoral level |  |  |  |  |  |
| 3.1.2 Number of countries with early warning and preparedness measures in place to manage impact of conflicts, disasters, pandemics and other shocks |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| 3.1.3 Number of gender-responsive conflict sensitive development policies, cross-border initiatives, plans, or institutions in place:   * to address conflict drivers * to strengthen social cohesion * to prevent risk of conflict, including climate security |  |  |  |  |  |
| **3.2 Capacities for conflict prevention and peacebuilding** strengthened at regional, national and sub-national levels and across borders  Contributing Outcomes  ❸①② | 3.2.1 Number of cross-border, regional, national, and sub-national policies, strategies, and action plans for conflict prevention and peacebuilding:   * Prevention of violent extremism * Reconciliation * Reintegration * Conflict sensitive and peace-positive climate adaptation and mitigation |  |  |  |  |  |
| 3.2.2 Number of cross-border, regional, national, sub-national and community-based organisations with capacitates for:   * Mediation * Dialogue and consensus building * Social cohesion * Conflict prevention and peacebuilding * Community resilience to address psychosocial support, hate speech and information pollution |  |  |  |  |  |
| 3.2.3 Number of countries that have endorsed a youth, peace, and security framework |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, 4 **= Endorsed** | | | | | |
| **3.3** Risk informed and gender-responsive **recovery solutions, including stabilization efforts and mine action,** implemented at regional, national and sub-national levels  Contributing Outcomes  ❸②① | 3.3.1 Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings:   * Female * Male * Sex-disaggregated data unavailable * Youth * Persons with disabilities * Internally displaced populations * Refugees |  |  |  |  |  |
| 3.3.2 Number of people benefitting from improved infrastructure for recovery in crisis or post-crisis settings:   * Female * Male * Sex-disaggregated data unavailable * Youth * Persons with disabilities * Internally displaced populations * Refugees |  |  |  |  |  |
| 3.3.3 Number of institutions with gender-responsive resilient recovery strategies or plans in crisis and post-crisis settings, including stabilization and mine action, informed by joint assessments:   * Cross-border institutions * Regional institutions * National governments * Sub-national governments * Private sector * CSO/NGOs |  |  |  |  |  |
| **3.4 Integrated development solutions** implemented to address the drivers of irregular and forced migration, enhance the resilience of migrants, forcibly displaced and host communities, and expand the benefits of human mobility  Contributing Outcomes  ❷③ | 3.4.1 Number of institutions that have mainstreamed human mobility into their development policies and plans:   * Cross-border institutions * Regional institutions * National governments * Sub-national governments * Private sector |  |  |  |  |  |
| 3.4.2 Number of people on the move and host communities benefiting from integrated and targeted interventions, including on strengthening social cohesion:   * Refugees * Female * Male * Sex-disaggregated data unavailable * Internally displaced populations * Female * Male * Sex-disaggregated data unavailable * Returnees * Female * Male * Sex-disaggregated data unavailable * People in host communities * Female * Male * Sex-disaggregated data unavailable |  |  |  |  |  |
| **Signature Solution 4: Environment** | | | | | | |
| **4.1 Natural resources** protected and managed to enhance sustainable productivity and livelihoods  Contributing Outcomes  ❶②③ | 4.1.1 Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources:   * Female * Male * Sex-disaggregated data unavailable |  |  |  |  |  |
| 4.1.2 Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime:   * Area of terrestrial and marine protected areas created or under improved management practices (hectares) * Number of shared water ecosystems (fresh or marine) under new or improved cooperative management * Coverage and scale of ecosystems with enhanced resilience to climate change (hectares and kilometres) * Area of forest and forest land restored (hectares) * Areas of landscapes under improved practices, excluding protected areas (hectares) * Amount of chemicals reduced, disposed or avoided (metric tons) |  |  |  |  |  |
| **4.2 Public and private investment mechanisms** mobilized for biodiversity, water, oceans, and climate solutions  Contributing Outcomes  ❶②③ | 4.2.1 Number of people directly benefitting from mechanisms for biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources:   * Public sector resources * Female * Male * Sex-disaggregated data unavailable * Private sector resources * Female * Male * Sex-disaggregated data unavailable |  |  |  |  |  |
| 4.2.2 Number of people with enhanced resilience of health, food and water security, and/or livelihoods due to public and / or private resources |  |  |  |  |  |
| **Signature Solution 5: Energy** | | | | | | |
| **5.1 Energy gap** closed  Contributing Outcomes  ❶②③ | 5.1.1 Number of people, who gained access to clean, affordable and sustainable energy:   * Female * Male * Sex-disaggregated data unavailable * in urban area * in rural area |  |  |  |  |  |
| 5.1.2 Number of people, who benefitted from services from clean, affordable and sustainable energy:   * Female * Male * Sex-disaggregated data unavailable * in urban area * in rural area |  |  |  |  |  |
| **5.2 Transition to renewable energy** accelerated capitalizing on technological gains, clean energy innovations and new financing mechanisms to support green recovery  Contributing Outcomes  ❶②③ | 5.2.1 Increase (in megawatt) in installed renewable energy capacity per technology:   * Solar * Wind * Biomass * Hydro * Geothermal |  |  |  |  |  |
| 5.2.2 Amount of energy saved (in megajoule) |  |  |  |  |  |
| 5.2.3 Volume of investment leveraged to support green recovery (in US dollars) |  |  |  |  |  |
| **Signature Solution 6: Gender Equality** | | | | | | |
| **6.1 Country-led measures** implemented to achieve inclusive economies and to advance economic empowerment of women in all their diversity, including in crisis contexts  Contributing Outcomes  ❶②③ | 6.1.1 Number of measures implemented:   * to eliminate gender-based discrimination and segregation in labour market * to increase women’s access to and use of digital technologies, digital finance, e-commerce and digital value chains * to ensure women’s economic security and empowerment in crisis contexts, including through economic recovery plans |  |  |  |  |  |
| 6.1.2 Number of new or strengthened policies, legislations and regulations or investment in national care systems in place |  |  |  |  |  |
| **6.2 Women’s leadership and participation** advanced through implementing affirmative measures, strengthening institutions and civil society, and addressing structural barriers, in order to advance gender equality, including in crisis contexts  Contributing Outcomes  ❶③② | 6.2.1 Number of countries with measures to advance women´s leadership and equal participation in decision-making in:   * public institutions * elected positions, including parliaments * judiciary * private sector * mediation, reconciliation and peacebuilding mechanisms * natural resource management |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| 6.2.2 Number of partnerships with women-led civil society organizations and other bodies and networks to advance women’s leadership and participation and gender equality |  |  |  |  |  |
| **6.3 National capacities to** **prevent and respond to gender-based violence (GBV)** and **address harmful gender social norms** strengthened, including in crisis contexts  Contributing Outcomes  ❷①③ | 6.3.1 Number of countries with new and/or strengthened policy and legislative and institutional environment to prevent GBV |  |  |  |  |  |
| NOTE  Rating scale at country level: 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, **4 = In place** | | | | | |
| 6.3.2 Number of initiatives to prevent GBV by addressing harmful social norms and gender discriminatory roles and practices |  |  |  |  |  |
| 6.3.3 Number of entities with strengthened capacities to implement legislation, policies, action plans and initiatives to prevent GBV:   * National entities * Sub-national entities * CSOs * Private sector |  |  |  |  |  |
| **Enablers** | | | | | | |
| **E.1 People and institutions** equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies  Contributing Outcomes  ❷①③ | E.1.1 Number of policies, strategies and laws that promote enabling and regulated digital ecosystems that are affordable, accessible, trusted, and secure |  |  |  |  |  |
| E.1.2 Number of public and private institutions that leverage digital technologies in ways that improves people’s lives at:   * Regional level * National level * Sub-national level |  |  |  |  |  |
| E.1.3 Number people using digital technologies and services in ways that improves their lives:   * Female * Male * Sex-disaggregated data unavailable * In urban areas * In rural areas * Youth * Unemployed * Informal sector workers * Persons with disabilities * Internally displaced population * Refugees |  |  |  |  |  |
| **E.2 Innovation** **capabilities** built, and **approaches** adopted to expand policy options at global, regional, national and sub-national levels  Contributing Outcomes  ❶②③ | E.2.1 Number of government and other partners' initiatives, which increased policy and development options by applying portfolio design at:   * global level * regional level * national level * sub-national |  |  |  |  |  |
| E.2.2 Number of innovative solutions adopted by programme partners, which expanded policy and development options:  Artificial Intelligence  Behavioural insights  Blockchain  Foresight  Crowd funding  Crowd sourcing  Micronarratives  New and emerging data  Positive deviance  Real-time information systems  Remote sensing  Other |  |  |  |  |  |
| **E.3 Public and private financing** for the achievement of the SDGs expanded at global, regional, and national levels  Contributing Outcomes  ❶②③ | E.3.1 Amount (in US dollars) of public and private finance leveraged for the SDGs:   * Global level (Global capital markets) * Regional level * Public * Private * National level * Public * Private |  |  |  |  |  |
| E.3.2 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:   * Policies * Regulatory frameworks * Institutional frameworks |  |  |  |  |  |

# Tier Three: Organizational Effectiveness and Efficiency

| **Result** | **Indicator** | | **2021** | **2022** | **2023** | **2024** | **2025** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Baseline | Milestone | Milestone | Milestone | Target |
| **Organizational Enablers** | | | | | | | |
| **1.1 Quality programmes** designed in support of the United Nations Sustainable Development Cooperation Frameworks, national development goals and sustainable development goals | 1.1.1 Programme Quality Index   * Theory of change * Lessons learned from evidence * Risk informed programming * Results and resources framework * Fully costed evaluation plan | |  |  |  |  |  |
| **1.2 Intergovernmentally-agreed principles** integrated in programming and policies | 1.2.1 Engagement Index[[7]](#footnote-8)   * Leaving no one behind (target beneficiaries) * Human rights / rights-based approach * South-south and triangular cooperation (SSTC) | |  |  |  |  |  |
| 1.2.2 Percentage of expenditures with a significant gender component and with gender as a principal objective | |  |  |  |  |  |
| 1.2.3 Number of country offices having completed Gender Equality Seal Certification | |  |  |  |  |  |
| 1.2.4 Percentage of new country programme documents that reference volunteerism as a means of implementing development results | |  |  |  |  |  |
| **1.3** Cutting-edge **strategic innovations** and **digital solutions** cultivated for policy and programming | 1.3.1 Percentage of new country programme documents that incorporate digital by default | |  |  |  |  |  |
| 1.3.2 Number of datasets stored in the Data Catalogue | |  |  |  |  |  |
| 1.3.3 Number of the Accelerator Lab solutions shared with:  other Accelerator Labs  United Nations entities  Private sector  CSOs | |  |  |  |  |  |
| 1.3.4 Number of country level digital assessments and surveys conducted | |  |  |  |  |  |
| 1.3.5 Number of personnel trained in:   * Digital competencies * Data literacy * Complexity, system transformation and portfolio capabilities | |  |  |  |  |  |
| **1.4 Strategic partnerships** expanded for common and complementary results and solutions | 1.4.1 Percentage of project outputs implemented with:   * United Nations entities * International Financial Institutions * Private sector * Civil society organisations * Multi-stakeholders | |  |  |  |  |  |
| **1.5 Organizational enablers** integrated in UNDP’s work | 1.5.1 Percentage of project outputs that apply:   * Digital solutions * Innovative solutions * South-south and triangular cooperation * Joint programmes / activities | |  |  |  |  |  |
| **Agile and Anticipatory Organisation** | | | | | | | |
| **People** | | | | | | | |
| **2.1 Skills** needed to respond to the development challenges of today and the future built | 2.1.1 Percentage of staff who completed mandatory learning courses | |  |  |  |  |  |
| 2.1.2 Number of staff trained through SURGE Academy for crisis prevention and response, disaggregated by gender and region | |  |  |  |  |  |
| **2.2 Diverse and engaged workforce** valued and empowered to perform at their highest potential | 2.2.1 Staff Engagement Index | |  |  |  |  |  |
| 2.2.2 Percentage of staff/personnel who are female:   * All staff * All workforce (staff, SC/PSA holders, UNV) * General Service Staff * National Officers (NOA-NOE) * International professional staff (P1-P3) * International professional staff (P4) * International professional staff (P5) * Senior managers (D1 and above) | |  |  |  |  |  |
| 2.2.3 Percentage of International Professional staff from programme countries   * All International Professional staff * International Professional staff (P1-P3) * International Professional staff (P4-P5) * Senior managers (D1 and above) | |  |  |  |  |  |
| **Knowledge** | | | | | | | |
| **3.1 Knowledge** generated, connected, and shared to strengthen policies and programmes leveraging UNDP’s thought leadership | 3.1.1 Number of knowledge/thought leadership products cited in professional publications | |  |  |  |  |  |
| 3.1.2 Number of new and recurring visitors to:   * Data Futures Platform * Crisis Risk Dashboards * Human Development Data Centre[[8]](#footnote-9) * Development Futures Series * Country office website * SparkBlue * Other corporate knowledge platforms | |  |  |  |  |  |
| **3.2 Quality of evidence** ensured, and **management** **actions** taken in a timely manner | 3.2.1 Percentage of decentralized evaluations quality assessed which are highly satisfactory or satisfactory | |  |  |  |  |  |
| 3.2.2 Implementation rate of actions in evaluation management responses:   * Independent evaluations * Decentralized evaluations | |  |  |  |  |  |
| 3.2.3 Implementation rate of agreed upon:   * Internal audit recommendations * External audit recommendations (UN Board of Auditors) | |  |  |  |  |  |
| **Risk Management** | | | | | | | |
| **4.1 Proactive and effective approaches to risk management** embedded in UNDP’s decision-making and business model | 4.1.2 Percentage of projects with fully completed risk entries | |  |  |  |  |  |
| 4.1.1 Percentage of business units managing and monitoring risks at:   * programme level[[9]](#footnote-10) * project level[[10]](#footnote-11) | |  |  |  |  |  |
| **4.2 Environmental and social due diligence** mainstreamed in programs and projects | 4.2.2 Percentage of non-exempt projects with a reported completion and uploaded social and environmental screening procedures | |  |  |  |  |  |
| 4.2.3 Percentage of high-risk projects with safeguard instruments disclosed on the Transparency Portal | |  |  |  |  |  |
| **Funding** | | | | | | | |
| **5.1 Flexible and predictable funding** secured for agile response to country needs and support longer term results | 5.1.1 Size (in millions of dollars) in funding disaggregated by funding stream:   * Total * Regular resources * Other resources * Government cost-sharing * Third party cost-sharing * Vertical funds * Funding windows * UN pooled funding | |  |  |  |  |  |
| 5.1.2 Size (in millions of dollars) in funding disaggregated by funding partners:   * Governments * Private sector * Multilaterals | |  |  |  |  |  |
| 5.1.3 Percentage of flexible funding resources to total programme resources:   * Regular resources * UN pooled funding * Funding Windows | |  |  |  |  |  |
| **Operational Excellence** | | | | | | | |
| **6.1 Greater level of resources** allocated to programme activities and services to achieve development results | 6.1.1 Percentage of expenditure on programmes and services to achieve development results against total expenditure | |  |  |  |  |  |
| 6.1.2 Programme expenditure (in millions of dollars) | |  |  |  |  |  |
| **6.2 Portfolio design approaches and management** adopted with longer time horizons and transformative results | 6.2.1 Number of country offices and headquarters units adopting portfolio design, approaches, management and financing | |  |  |  |  |  |
| **6.3 Agile, transparent, and accountable** programming and operations ensured | 6.3.1 Percentage of global procurement value processed:   * though Long-Term Agreements (LTAs) * in collaboration with the United Nations and other development partners | |  |  |  |  |  |
| 6.3.2 GPN/Express One Roster deployment:   * Number * UNDP staff * Consultants * UNVs * Stand By Partner experts * Volume of deployments (in dollars) | |  |  |  |  |  |
| 6.3.3 Number of country offices benefiting from SURGE plans and SURGE Delivery Lab support respectively for crisis prevention, response and recovery | |  |  |  |  |  |
| 6.3.4 Percentage of country offices meeting a financial management standard | |  |  |  |  |  |
| 6.3.5 Numbers of visitors to UNDP Transparency Portal | |  |  |  |  |  |
| **6.4 Digital tools** applied for strengthened productivity and collaboration | 6.4.1 Percentage of UNDP personnel using digital collaboration tools | |  |  |  |  |  |
| 6.4.2 Percentage of requests assisted by Artificial Intelligence Chatbots | |  |  |  |  |  |
| 6.4.3 Percentage of UNDP personnel using mobile apps to access UNDP systems | |  |  |  |  |  |
| **6.5 UNDP** become green, sustainable and just by reducing Greenhouse Gas (GHG) emissions | 6.5.1 Percentage reduction in GHG emissions[[11]](#footnote-12) | |  |  |  |  |  |
| **Impact Measurement** | | | | | | | |
| **7.1 Transformative change** tracked and evaluated over longer time spans | 7.1.1 Percentage of impact, country programme, thematic and outcome evaluations out of total decentralized evaluations | |  |  |  |  |  |
| 7.1.2 Number of new methods for monitoring, evaluation and learning adopted at:   * corporate level * regional level * country level | |  |  |  |  |  |
| **United Nations Coordination and Coherence** | | | | | | | |
| **8.1 UNDS reform** implementation and country teams’ efforts to implement the 2030 Agenda supported through coherent actions | 8.1.1 Compliance rate with management accountability framework (MAF) provisions at country level | |  |  |  |  |  |
| **UNCDF, UNOSSC and UNV** | |  | | | | | |
| **9.1** The **mandate and strategic objectives of UNDP affiliated entities** fulfilled | 9.1.1 UNCDF:   * Number of countries where UNCDF provided support on sustainable financing for development * Number of joint programmes / projects between UNCDF and other UN partners | |  |  |  |  |  |
| 9.1.2 UNOSSC:   * Number of SSTC solutions documented and disseminated * Number of SSTC good practices addressing critical gaps in SDGs transferred to developing countries | |  |  |  |  |  |
| 9.1.3 UNV:   * Number of people volunteered through UNV * Number of UN entities engaging UN Volunteers | |  |  |  |  |  |

1. Each strategic plan output is expected to contribute to the achievement of the outcomes. Primary contribution is marked in a black circle (e.g., ❷ signifies that the output primarily contributes to Outcome 2). Secondary and tertiary contributions are marked in white circles (e.g., ①③ signifies Outcomes 1 and 3 respectively, and the secondary or tertiary contributions of the output). [↑](#footnote-ref-2)
2. The Fifth United Nations Conference on the Least Developed Countries (LDC5) will take place in January 2022. [↑](#footnote-ref-3)
3. A rating scale (0-4) will be applied to binary indicators (number of countries). When implemented, corporate level binary indicators are converted into rating scale indicators at country level to enable UNDP to monitor granular performance on the ground. Level(s) in bold are counted Yes (or 1) when the data is aggregated to the corporate level. [↑](#footnote-ref-4)
4. Types of social protection services include social assistance, social insurance, labour market policies, etc. [↑](#footnote-ref-5)
5. For Indicator 1.3.1, 1.3.2, and 1.3.3, percentage would be computed where solid denominator values are available. [↑](#footnote-ref-6)
6. Multi-sector mechanisms include social innovation or digital platforms between governments, communities and the private sector. [↑](#footnote-ref-7)
7. Based on the [Quadrennial Comprehensive Policy Review](https://undocs.org/en/A/RES/75/233) (A/RES/75/233) and [Principles of effective governance for sustainable development](https://publicadministration.un.org/Portals/1/Images/CEPA/Principles_of_effective_governance_english.pdf) (E/2018/44-E/C.16/2018/8, para/31) [↑](#footnote-ref-8)
8. The Human Development Data Centre includes data landing page, Human Development Index, rankings, country profiles, Gender Inequality Index, Multidimensional Poverty Index, Gender Social Norms Index, dashboards, etc. [↑](#footnote-ref-9)
9. Percentage of business units updating their risk log in the Integrated Work Plan at least twice a year (Q1-Q2 and Q3-Q4) [↑](#footnote-ref-10)
10. Percentage of business units monitoring project risks in the Project Risk Dashboard at least quarterly (Q1, Q2, Q3 and Q4) [↑](#footnote-ref-11)
11. UNDP is committed to be green, sustainable, and just. The [Greening Moonshot](https://www.undp.org/accountability/social-and-environmental-responsibility/sustainable-operations?platform=hootsuite#:~:text=The%20Greening%20UNDP%20Moonshot%20was%20launched%20in%20September,the%20best%20waste%20management%20in%20all%20UNDP%20premises.) initiative aims to reduce UNDP’s Greenhouse Gas emissions by 25 percent by 2025 and 50 percent by 2030 against the level of 2018. [↑](#footnote-ref-12)