

UNDP Strategic Plan 2014-2017

Integrated Results and Resources Framework

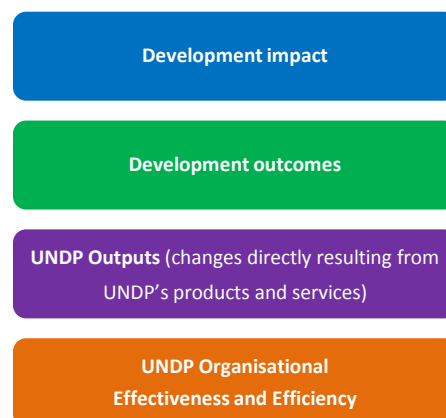
September 2013

Introduction

The UNDP Strategic Plan Integrated Results and Resources Framework (IRRF) translates the Strategic Plan 2014-2017 into results that allow UNDP and stakeholders to monitor achievements, learn lessons, and hold the organization accountable for the funds entrusted to it. The foundation on which the IRRF is built has the following core elements:

1. UNDP is a demand-driven organization and aligns its support behind national development priorities. Support under the outcome areas in the IRRF is decided at the country level, based on national demand.
2. Results in the IRRF are specifically designed to capture the dimension of development change that is *most relevant to UNDP's particular contribution*. In other words, it captures what UNDP can help countries achieve.
3. Only country offices that provide support based on demand under a given outcome will be asked to monitor the relevant indicators in the respective output dimensions.
4. Robust national and multi-partnership approaches are integral to the achievement of the results in the IRRF. These are considered and articulated in internal outcome approach papers (referred to as "theories of change") that identify pathways for action, UNDP's roles and partnerships, as well as assumptions and risks to help with planning and learning as we proceed.
5. Indicators in the IRRF have been identified based on years of development practice and/or best available knowledge and tested through a pilot with UNDP Country Offices on relevance, viability, measurability and accessibility of data. To the extent possible, indicators capture data points that are *already collected*, are relevant to the maximum number of country contexts and enable aggregation across multiple countries with diverse development contexts and ambitions. UNDP will continue to strengthen results frameworks in Country Programme Documents and to integrate stronger country level monitoring to ensure that the IRRF stays grounded at the country level, as recommended by the independent evaluation of the strategic plan.
6. All indicators that use 'country' as a unit for aggregation at the corporate level ('number of countries' or 'percentage of countries') will be underpinned by qualitative indicators in internal monitoring systems. For instance, the IRRF indicator "Number of countries with policy and institutional reforms that increase access to social protection schemes..." will track country-specific policy and institutional reforms, on the one hand; and the extent to which target populations are gaining access to social protection schemes as a result of those reforms (combined with other UNDP-supported measures to address barriers to access, as necessary), on the other.
7. Internal methodological notes for each indicator will guide Country Offices in how to measure (such as how to define and measure "effectiveness" or the "quality") and explain the approach to aggregation and disaggregation of data. The level of disaggregation possible for each indicator (e.g. by sex, age, wage category) will be dependent on the availability of data at country level. Executive Board informals will be used to keep members informed on the process, methodology, and learning associated with finalizing and implementing indicators, baselines

Strategic Plan Integrated Results and Resources Framework Architecture



Results Framework	Integrated Budget
Impact	Programme
Outcome	
Output	
Organisational Efficiency & Effectiveness	Development Effectiveness
	UN Development Coordination
	Management
	Special Purpose

and targets. UNDP will also provide regular updates on the organizational transition into and implementation of the Strategic Plan 2014-2017.

8. Monitoring and reporting on all indicators will be supported by data sources and evidence. For example, independent external and evaluative evidence as well as surveys and assessments will be used integrally to strengthen robust measurement, and facilitate learning and evidence-based decision-making.
9. UNDP's IRRF has benefited greatly from the harmonization initiative with UNICEF, UNFPA, UNWOMEN, and WFP, and adopted common terminology and approaches accordingly.
10. Development results are linked to resources for each of the seven Strategic Plan development outcomes. Organizational Effectiveness and Efficiency results and resources span three cost categories: Development Effectiveness, UN Development Coordination, and Management. The special purpose cost category includes the resource estimates for UNV and UNCDF.
11. The level of resources is estimated based on projected future demand by programme countries (using past expenditure as a guide) for products and services provided by UNDP and income projections for the period of 2014-2017. The amounts are indicative only.

The framework responds to EB decision 2011/14, and builds on UNDP's consultations with the EB and the Peer Review Group up to mid-July 2013. It is consistent with UNGD RBM terminologies, QCPR, EB decisions, and harmonized with peer agencies. The framework helps UNDP and the Executive Board to understand how well UNDP is contributing to development according to demand and plan; it is not for reporting on performance of programme countries (per EB decision 2011/14). The outputs focus on the results of UNDP's products and services.

UNDP contributes to and fosters coherence and synergies among all funds, programmes and specialized agencies within the United Nations development system, to better support countries. As part of this effort, the Strategic Plan has been developed in close collaboration with the other funds, programmes and agencies included in the remit of the QCPR, including the United Nations Children's Fund, United Nations Population Fund, United Nations Entity for Gender Equality and the Empowerment of Women, and World Food Programme. These agencies are all aligning their strategic plans to operationalize the QCPR during the period 2014 to 2017. They are also acting in accordance with the United Nations Development Group (UNG) programming principles, based on the human rights-based approach to cooperation, gender equality, environmental sustainability, results-based management and capacity development. At country level, the agencies of the United Nations development system collaborate through United Nations country teams, humanitarian country teams and clusters, Delivering as One and other mechanisms for collective action. The aim is to avoid overlaps and define clear roles and responsibilities based on comparative advantage. The agencies also commit to sharing results to the maximum extent possible in thematic areas in which multiple agencies are active.

UNDP and the other funds and programmes have taken steps towards converging strategic planning, particularly with respect to results frameworks, through actions that include:

- a) A greater focus on strengthening real-time monitoring systems of government and partners, with particular focus on barriers and bottlenecks faced by the most disadvantaged;
- b) The use of performance indicators of the Unified Budget, Results and Accountability Framework of the Joint United Nations Programme on HIV/AIDS to help monitor progress in addressing HIV and AIDS and to maximize the coherence, coordination and impact of the broader United Nations response to HIV and AIDS;
- c) The use of performance indicators aligned with the approach agreed through the ongoing work of the Inter-Agency Standing Committee on a common Humanitarian Response Monitoring Framework, as part of the newly developed Humanitarian Programme Cycle;
- d) Harmonizing application of the principles of value for money, based on the concepts of economy, efficiency and effectiveness, including common areas of measurement and reporting.
- e) Selecting a set of common indicators for QCPR, as outlined in the annex of the Strategic Plan, based on their relevance, feasibility and cost of collection, and balance across different issues addressed.

In consultation with Member States, within the United Nations family and with other partners, UNDP will continue to strengthen performance, accountability and coherence as called for in the QCPR. The organizations will collectively identify effective common operating platforms for achieving results and accelerate collaborative work to support countries in strengthening the frequent monitoring of outputs, with feedback loops to adjust strategies as appropriate. UNDP will aim to contribute to greater coherence in reporting results across agencies.

In line with Executive Board decision 2013/12 paragraph 7, UNDP will complete the approved, September 2013 version of the IRRF with final indicators, baselines, milestones and targets in time for the June 2014 Board.

UNDP Strategic Plan 2014-2017 Integrated Results and Resources Framework

IMPACT								
Eradication of poverty and significant reduction of inequalities and exclusion								
OUTCOMES								
RR: \$621 OR: \$3,468	RR: \$311 OR: \$2,601	RR: \$373 OR: \$3,121	RR: \$62 OR: \$520	RR: \$104 OR: \$867	RR: \$207 OR: \$3,468	RR: \$186 OR: \$1,561		
Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services	Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women’s empowerment	Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change	Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings	Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles		
OUTPUTS								
(Changes directly resulting from UNDP’s Products and Services)								
Outputs (1.1~1.5)	Outputs (2.1~2.6)	Outputs (3.1~3.6)	Outputs (4.1~4.5)	Outputs (5.1~5.6)	Outputs (6.1~6.4)	Outputs (7.1~7.7)		
*Total unlinked (RR: \$207; OR: 1,734)								
UNDP								
ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY								
RR: \$437.4 OR: \$261.8 Development Effectiveness	Management Results							RR: \$370.6 OR: \$0.0 UN Development System Coordination
	RR: \$440.2 OR: \$649.2	RR: \$60.6 OR: \$20.5	RR: \$16.2 OR: \$15.3	RR: \$71.0 OR: \$123.6	RR: \$93.5 OR: \$107.8	RR: \$45.9 OR: \$71.3	RR: \$42.3 OR: \$68.9	
Improved accountability of results	Field/country office oversight, management and operations support	Corporate oversight and assurance (internal audit, investigations and corporate evaluations)	Leadership and corporate direction	Corporate financial, information & communication technology and administrative management	Corporate human resources management	Corporate external relations and partnerships, communications and resource mobilization	Staff and premises security	UN development system leadership and coordination
Special Purpose (UNV and UNCDF programmatic needs supported by effective and efficient management) –RR: \$92.3; OR: \$230.9								

Note: Resources are in millions of US Dollars; RR-Regular Resources; and OR-Other Resources.

UNDP Strategic Plan 2014-2017

Integrated Results and Resources Framework

I. Impact

Impact: Eradication of poverty and a significant reduction of inequality and exclusion		
Impact indicators	Baseline	Target
1. Number and proportion of people living below (a) 1.25 US Dollars a day (PPP) and (b) 2.00 US Dollars a day (PPP) (International poverty line)		
2. Poverty gap at national poverty line (%)		
3. Multi-dimensional poverty index (MPI), adjusted to reflect national data, standards and definitions		
4. Human Development Indexes, including inequality-adjusted HDI		

II. Outcomes and Outputs

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded			\$	
Outcome Indicators			Baseline	Target (2017)
1. Employment rate (formal and informal),disaggregated by sector and sub-sector, sex, age and excluded groups and by wage category when available				
2. Coverage of social protection systems, disaggregated by sex, age, income, rural/urban and at risk groups				
3. Annual emissions of carbon dioxide (in million metric tons)				
4. Coverage of cost-efficient and sustainable energy, disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups				
5. Hectares of land that are managed sustainably under a conservation, sustainable use or access and benefits sharing regime				
Outputs (UNDP provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNDP)		Baseline	Target (2017)
Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive	1.1.1	Number of new jobs and other livelihoods generated disaggregated by sector and sub-sector, by sex, age and excluded groups and by wage category when available		
	1.1.2	Number of countries with policies, systems and/or institutional measures in place at the national and sub-national levels to generate and strengthen employment and livelihoods		
	1.1.3	Number of schemes which expand and diversify the productive base based on the use of sustainable production technologies		
	1.1.4	Number of countries in which public and private development investments are informed by cross-sector assessment to maximize social, environmental and economic benefits over the medium to long term		
Output 1.2. Options enabled and facilitated for inclusive and sustainable social protection	1.2.1	Number of countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at risk groups, disaggregated by sex, rural and urban		
	1.2.2	Number of countries with sustainable financing in the national budget for social protection		
Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste	1.3.1	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level ,disaggregated by partnership type		
	1.3.2	Number of jobs and livelihoods created through management of natural resources, ecosystem services, chemicals and waste, disaggregated by sex, and rural and urban		
Output 1.4. Scaled up action on climate change adaptation and mitigation across	1.4.1	Number of countries with systems in place to access, deliver, monitor, report on and verify use of climate finance		

sectors which is funded and implemented				
	1.4.2	Number of countries with comprehensive measures - plans, strategies, policies, programmes and budgets - implemented to achieve low-emission and climate-resilient development objectives.		
Output 1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)	1.5.1	Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women		
	1.5.2	Extent of change in: a) energy efficiency, and/or b) modern energy coverage by users and specific sectors		
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance				\$
Outcome Indicators			Baseline	Milestones
1. Number of countries with open access to data on government budgets, expenditures and public procurement				
2. Voter turnout, disaggregated by sex, age, and excluded groups				
3. Proportion of women to men in Parliaments				
4. Peaceful completion of electoral and constitutional processes				
Outputs (UNDP provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNDP)		Baseline	Target (2017)
Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions	2.1.1	Number of Parliaments, constitution making bodies and electoral institutions which meet minimum benchmarks (to be defined) to perform core functions effectively		
	2.1.2	Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups		
	2.1.3	Proportion of women (to men) participating as candidates in local and national elections		
Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders	2.2.1	Number of countries with public access to information on contracting and revenues related to extractive industries and use of natural resources		
	2.2.2	Number of proposals adopted to mitigate sector specific corruption risks (e.g. extractive industries, and public procurement in the health and other sectors)		
Output 2.3 Capacities of human rights institutions strengthened	2.3.1	Number of countries with operational institutions supporting the fulfillment of nationally and internationally ratified human rights obligations		
Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development	2.4.1	Quality (to be defined) of civil society engagement in critical development and crisis related issues, disaggregated by women's and youth groups, indigenous peoples and other excluded groups		
	2.4.2	Number of civil society organizations/networks with mechanisms for ensuring transparency, representation and accountability		

Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation	2.5.1	Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems		
	2.5.2	Number of countries implementing national and local plans for Integrated Water Resources Management.		
	2.5.3	Number of countries implementing national and sub-national plans to protect and restore the health, productivity and resilience of oceans and marine ecosystems.		
	2.5.4	Number of countries in which planning and budgeting mechanisms for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems integrated gender equality and women's empowerment principles.		
Output 2.6. Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice)	2.6.1	Number of countries where proposals for legal reform to fight discrimination have been adopted (e.g. people affected by HIV, PLWD, women, minorities and migrants).		
	2.6.2	Number of countries where proposals to address emerging issues adopted nationally (e.g. environmental and electoral justice).		
Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services				\$
Outcome Indicators			Baseline	Milestones
1. Level of public confidence in the delivery of basic services, disaggregated by sex, urban/rural and income groups				
2. Coverage of HIV and AIDS services disaggregated by sex, age, urban/rural and income groups				
3. Access to justice services disaggregated by sex and population group				
4. Proportion of core government functions reaching minimum operational levels (to be defined) in post conflict situations				
5. Homicide rate disaggregated by sex and age (per 100,000 inhabitants)				
Outputs (UNDP provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNDP)		Baseline	Target (2017)
Output 3.1. Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes	3.1.1	Number of countries with restored or strengthened core government functions (to be defined)		
Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public	3.2.1	Ratio of expenditure to budget allocation received at the sub-national level (recurrent and capital)		
	3.2.2	Number of sub-national governments/administrations which have functioning planning, budgeting and monitoring systems		

Output 3.3. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services	3.3.1	Number of people who have access to HIV and related services, disaggregated by sex, urban/rural and income groups		
	3.3.2	Percentage of UNDP-managed Global Fund to Fight AIDS, TB and Malaria grants that are rated as exceeding or meeting expectations.		
	3.3.3	Number of countries removing barriers hindering women's and/or targeted key population's access to HIV services (contributing to UNAIDS UBRAF outcome indicator C1.1)		
Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress	3.4.1	Number of people who have access to justice in post-crisis settings, disaggregated by sex		
	3.4.2	Proportion of victim's grievances cases which are addressed within transitional justice processes, disaggregated by sex		
Output 3.5 Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence	3.5.1	Number of countries with functioning security sector governance and oversight processes and/or mechanisms (disaggregated by those which are gender sensitive)		
	3.5.2	Number of evidence-based security strategies in operation for reducing armed violence and/or control of small arms		
	3.5.3	Number of countries with improved coverage of: a) community-oriented and b) gender-sensitive policing services.		
Transitional Output 3.6. Governance institutional, and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals	3.6.1	Number of countries implementing MAF action plans to drive progress on lagging MDGs through national and/or sub-national budgets.		
	3.6.2	Number of MAF countries using national M&E systems to monitor and direct MAF implementation and results.		

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment				\$
Outcome Indicators		Baseline	Milestones	Target (2017)
1. Wage gaps between men and women, disaggregated by rural and urban				
2. Women's access to credit (commercial and micro-credit)				
3. Proportion of women subjected to physical or sexual abuse in the last 12 months				
4. Proportion of decision making positions (executive, legislative and judicial) occupied by women at national and sub-national levels				
5. Proportion of decision making positions in peace building processes which are occupied by women				
Outputs (UNDP provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNDP)		Baseline	Target (2017)
Output 4.1. Country led measures accelerated to advance women's economic empowerment	4.1.1	Number of countries with policies being implemented to promote women's economic empowerment		
Output 4.2. Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV)	4.2.1	Number of countries that have a legal and/or policy framework in place to prevent and address sexual and gender based violence		
	4.2.2	Number of countries with services in place (including justice and security services) to prevent and address SGBV		
Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment	4.3.1	Number of countries undertaking research and advocacy to advance gender equality and women's empowerment		
	4.3.2	Number of countries with mechanisms in place to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis		
Output 4.4. Measures in place to increase women's participation in decision-making	4.4.1	Number of laws and policies in place to secure women's participation in decision making		
	4.4.2	Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles		
Output 4.5 Measures in place to increase women's access to environmental goods and services (including climate finance)	4.5.1	Number of active partnerships that target women's access to environmental goods and services		
	4.5.2	Number of countries with targeted measures delivering increased access for women to environmental goods and services		
Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change				\$
Outcome Indicators		Baseline	Milestones	Target (2017)

1. Mortality risk from natural hazards (e.g. geo-physical and climate-induced hazards) for women and men				
2. Economic loss from natural hazards (e.g. geo-physical and climate-induced hazards) as a proportion of GDP				
3. Economic loss from conflicts as a proportion of GDP				
4. Percentage of countries with disaster and climate risk management plans fully funded through national, local and sectorial development budgets				
Outputs (UNDP provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNDP)		Baseline	Target (2017)
Output 5.1. Mechanisms in place to assess natural and man-made risks at national and sub-national levels	5.1.1	Number of countries having standardized damage and loss accounting systems in place with sex and age disaggregated data collection and analysis, including gender analysis		
	5.1.2	Number of multi-hazard national and sub-national disaster and climate risk assessments that inform development planning and programming, taking into account differentiated impacts e.g. on women and men		
	5.1.3	Number of conflict risk assessments that are informing development planning and programming in key development sectors		
Output 5.2. Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels	5.2.1	Number of countries with a disaster risk reduction and/or integrated disaster risk reduction and adaptation strategy/action plan that specifically address equity and gender considerations		
	5.2.2	Number of countries with legislative/or regulatory provisions at national and sub-national levels for managing disaster and climate risks		
	5.2.3	Number of countries with clearly defined institutional responsibilities and multi-stakeholder coordination mechanisms for disaster and climate risk management at national and sub-national levels		
	5.2.4	Percentage of countries that improve institutional, policy and budgetary arrangements for risk reduction within 18 months after a crisis (early recovery)		
Output 5.3. Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g. water, agriculture, health and education)	5.3.1	Number of national/sub-national development and key sectorial plans that explicitly address disaster and climate risk management		
	5.3.2	Number of countries where sector-specific risk reduction measures are being implemented at national and sub-national levels, disaggregated by urban and rural areas		
	5.3.3	Extent to which disaster and climate risk management plans and implementation measures at national and sub-national level are gender responsive (e.g. include the collection of disaggregated data, gender analysis and targeted actions).		
Output 5.4. Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community	5.4.1	Number of countries with end-to-end early warning systems for man-made crisis and all major natural hazards (e.g. geo-physical and climate-induced hazards)		
	5.4.2	Number of countries with contingency plans in place at national and sub-national level for disaster and extreme climate events with adequate financial and human resources, capacities and operating procedures.		
	5.4.3	Proportion of the at-risk population covered by national and community level mechanisms to prepare for and recover from disaster events (e.g. evacuation procedures, stockpiles,		

		search and rescue, communication protocols and recovery preparedness plans)		
Output 5.5. Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions	5.5.1	Number of countries with sustainable national and local human and financial capacities to address emerging and/or recurring conflicts.		
	5.5.2	Number of proposals presented by women's organizations / participants on policy frameworks and institutional mechanisms for consensus-building and peaceful management of conflicts and tensions that are adopted		
Output 5.6. Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes	5.6.1	Number of countries in which tensions or potentially violent conflicts are peacefully resolved by national mechanisms for mediation and consensus building.		
	5.6.2	Number of mechanisms for mediation and consensus building capable to perform core functions		

Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings			\$
Outcome Indicators	Baseline	Milestones	Target (2017)
1. Percentage of affected populations meeting critical benchmarks for social and economic recovery ¹ within 6 to 18 months ² after a crisis (disaggregated by sex and age)	2011/12 45% on average (disaster) 45% on average (conflict) (47% on average women)	2015: 50% (disaster) 50% (conflict) 48% women 2016: 60% (disaster) 60% (conflict) 49% women	70% (disaster) 70% (conflict) 50% women
2. Percentage of post disaster and post conflict countries having operational strategies ³ to address the causes or triggers of crises.	2012: 25% (disaster) 20% (conflict)	2015: 30% (disaster) 50% (conflict) 2016: 40% (disaster) 60% (conflict)	50% (disaster) 70% (conflict)
3. Percentage of countries with national and sub-national institutions that are able to lead ⁴ and coordinate the early recovery process 6 to 18 months after crises.	2010-12: 56% (disaster) 50% (conflict)	2015: 60% (disaster) 60% (conflict) 2016: 65% (disaster) 70% (conflict)	70% (disaster) 80% (conflict)
4. Percentage of (monetary equivalent) benefits from temporary employment/ productive livelihoods options in the context of early economic recovery programmes received by women and girls (UNSC 1325 – Led by UNDP & UN Women)	2010-12: Approx. 39% (disaster) Approx. 39% (conflict)	2015: 40% (disaster) 40% (conflict) 2016: 45% (disaster) 45% (conflict)	50% (disaster) 50% (conflict)

¹ The measurement will be based on building blocks of affected men and women's livelihoods (financial e.g. jobs/income; human; natural; physical; social), recovery of household /community assets, and access to key socio-economic infrastructure that allow crisis affected people to build back better. The main focus will be on stabilizing affected men and women's livelihoods. A livelihood refers to capabilities, assets (both material and social) and activities required for a living. It has five building blocks: financial; social; human, natural, and physical. Early livelihoods opportunities that are sustainable are in place right from the humanitarian settings.

² The period 6-18 months depicts the duration of most humanitarian phases under normal circumstance. In addition, it is important to understand that UNDP early recovery response will start from day 1 of the crisis (or even well before the crisis) and not 6 months after a crisis (disaster or conflict). However results/impact of UNDP's work will already be felt, measured or reported upon from 6 months onwards.

³ Assessment and planning procedures which integrates risk reduction/conflict prevention in the recovery agenda, mechanisms, political will, partnerships and resources (institutional, human, economic) to implement the recovery process.

⁴ Leading refers to the ability of national and local authorities to plan, guide the ER process, participate in assessments, collect and share information. Local and national authorities are for example able to undertaking comprehensive assessment and early recovery planning e.g. PDNA and taking action on its implementation.

Outputs (UNDP provides specific support for the following results)		Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically supported by UNDP)	Baseline	Target (2017)
Output 6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women	6.1.1	Number of women and men benefitting from emergency jobs and other diversified livelihoods opportunities within six to eighteen months after a crisis, disaggregated by vulnerability groups	2010-12: 1.5 million on average per year (both conflict and disaster, of which 39% women)	3 million per year (disaster and conflict, of which 45% women)
	6.1.2	Percentage of crisis-affected countries where critical benchmarks (to be refined) ⁵ are identified and actions implemented for local economic revitalization six to eighteen months after the crisis	2012: 15% (disaster) 15% (conflict)	45% (disaster) 45% (conflict)
Output 6.2. National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts	6.2.1	Percentage of national and sub-national authorities in crisis affected countries with physical and human resources in place within eighteen months to lead the design and implementation of early recovery efforts	2010-12: 50% on average per year (disaster) 50% on average per year (conflict)	70% (disaster) 70% (conflict)
	6.2.2	Percentage of countries affected by crisis with a financing or aid management mechanism being accountably and effectively used for early recovery within six to eighteen months	2010: 15% approximately (for both disaster and conflict affected)	40% (disaster) 40% (conflict)
	6.2.3	Proportion of organizations engaged in the management/ implementation of early recovery that are women's organizations / networks	TBD	TBD
	6.2.4	Percentage of crisis affected countries in which the UN system response is effectively coordinated	2012: 50%	80%
Output 6.3. Innovative partnerships are used to inform national planning and identification of solutions for early recovery	6.3.1	Number of partnerships operational to ensure implementation of innovative solutions for early recovery (disaggregated by type of partnership, e.g., private sector)	2012: 30% (disaster) 30%(conflict)	70% (disaster) 70% (conflict)
	6.3.3	Percentage of total resources mobilized in post-crisis situations allocated to early recovery within 18 months after the crisis	2012: 25% on average (for both disaster and conflict affected)	50% (disaster) 50% (conflict)
Output 6.4. Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development	6.4.1	Percentage of conflict affected countries bringing together sub-national, national institutions and communities, including women for peaceful resolution of recurrent conflicts within twelve to eighteen months after the end of a conflict.	2011-12 30% average	75%
	6.4.2	Percentage of people in target areas with improved perceptions of social cohesion within twelve to eighteen months after conflict ends, disaggregated by sex and age	2012: 20% women and men	60% women and men (of which 50% women and youth in targeted areas)

⁵ Critical benchmarks are defined with four key areas: i) income/job; ii) recovery of HH livelihoods assets; iii) access to finance including start-up package, grants, credit and loans; iv) socio-economic infrastructure including roads, school, irrigation scheme and water reservoir amongst others; v) human skills including business skills and vocational training; and vi) market including physical market access and market development of goods and services. A benchmark will be measured as achieved when more than 1,000 people benefitted from any of those areas of activities.

The baseline refers to at least 3 critical benchmarks of i) emergency employment/jobs; enterprise recovery; and socioeconomic infrastructure

Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles			\$	
Outcome Indicators			Baseline	Target (2017)
1. Extent to which the agreed post 2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas				
2. Existence of an initial global agreement on financing mechanisms for the post 2015 agenda and sustainable development goals				
3. Number of countries integrating and adapting the post 2015 agenda and sustainable development goals into national development plans and budgets				
4. Existence of a global succession plan to ensure unfinished MDGs are taken up post 2015				
5. Number of countries with post-2015 poverty eradication commitments and targets				
Outputs (UNDP provides specific support for the following results)	Output Indicators (output indicators measure only those results from schemes, services, plans, actions etc. which are specifically <u>supported</u> by UNDP)		Baseline	Target (2017)
Output 7.1. Global consensus on completion of MDGs and the post 2015 agenda informed by contributions from UNDP	7.1.1	Proportion of organizations participating in dialogues on the post 2015 agenda and sustainable development goals (disaggregated by type of organization – e.g. government, civil society and women’s organizations)		
	7.1.3	Extent to which UNDP’s substantive contribution is reflected in the post 2015 development agenda		
Output 7.2. Global and national data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals	7.2.1	Existence of a global system to monitor the post 2015 agenda and sustainable development goals		
	7.2.2	Number of countries using updated and disaggregated data to monitor progress on national development goals aligned with post-2015 agenda		
Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient	7.3.1	Number of country diagnostics carried out to inform policy options on national response to globally agreed development agenda (e.g. sustainable development options/pathways)		
	7.3.2	Number of countries with evidence of policies, regulations and standards being implemented at national and sub-national levels in response to the agreed post 2015 agenda.		

	7.3.3	Number of policies, regulations and standards at national and sub-national level that integrate specific sustainability and risk resilient measures		
Output 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing	7.4.1	Amount of global development finance accessed by programme countries, disaggregated by country and typology		
	7.4.2	Number of countries that have effective mechanisms in place to access, deliver, monitor, report on and verify use of ODA and other sources of global development financing		
Output 7.5 South-South and Triangular cooperation partnerships established and/or strengthened for development solutions	7.5.1	Number of South-South and Triangular cooperation partnerships that deliver measurable and sustainable development benefits for participants (national, regional, sub-regional, inter-regional entities)		
	7.5.2	Extent (number) and scope (type) of UN system participation in south-south and triangular partnerships (at national, regional, sub-regional, inter-regional levels)		
	7.5.3	Evidence of harmonization of policies, legal frameworks and regulations across countries for sustaining and expanding South-South and triangular cooperation that maximises mutual benefits		
Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements	7.6.1	Number of new public-private partnership mechanisms that provide innovative solutions for development		
	7.6.2	Number of pilot and demonstration projects initiated or scaled up by national partners (e.g. expanded, replicated, adapted or sustained)		
Output 7.7 Mechanisms in place to generate and share knowledge about development solutions	7.7.1	Evidence (e.g. number of citations, downloads and site visits) of Human Development Reports contributing to development debate and action		
	7.7.2	Existence and access (user base) of an expanded platform with data on the who, what and where of South-South and Triangular Cooperation		
	7.7.3	Evidence (e.g. user survey results) of the relevance of development solutions to national partners that are shared over the knowledge platform		

III. Organizational Effectiveness and Efficiency

Higher quality programmes through results-based management					
[Cost Classification: Development Effectiveness] IMPROVED ACCOUNTABILITY OF RESULTS					\$
Results statement:	No.	Indicator	Baseline	Milestones	Target (2017)
Programme effectiveness enhanced for achieving results at all levels through quality criteria and quality assurance processes	1.	Percentage of country programme outcomes that are reported as either on-track or achieved ⁶ (cross checked with evaluation findings)	79% (2011)		
	2.	Percentage of partners perceiving UNDP as an effective contributor in identified areas	2012 partners survey data available		
	3.	Percentage of project outputs which are reported as achieved or on track	TBD		
	4.	Percentage of Country Office annual results reports which meet or exceed expected organizational quality standards (QCPR related indicator)	2012 quality ratings data available		
	5.	Percentage of projects meeting or exceeding organizational quality standards	TBD		
	6.	Percentage of new country programme documents that meet organizational standards	TBD		
UNDP's key development approaches fully integrated into UNDP programmes and projects for more durable results	7.	Percentage of <u>projects</u> by type with capacity development as a significant component (QCPR related indicator)	2012 Capacity Development Tracker		
	8.	Percentage of programmes/ <u>projects</u> designed with significant gender component (QCPR related indicator)	Gender marker data available		
	9.	Percentage of projects reported as adhering to our corporate environmental and social quality standards (QCPR related indicator)	TBD		
	10.	Percentage of programmes/ <u>projects</u> where south -south or triangular cooperation is used to achieve results (QCPR related indicator)	2012 data available , to be further fine-tuned		
Knowledge management institutionalized and learning is made part of its performance culture.	11.	Existence of (and use of) a database of searchable lessons learned from evaluations and project completion reports ⁷	None		
	12.	Number of citations of UNDP publications in professional publications	TBD		

⁶ These reports will be compared with evaluation findings as they become available.

⁷ This indicator will start to be measured once the database is established

	13.	Number of comments generated on Teamworks content and discussions (disaggregated by UNDP and non-UNDP, region, country, theme)	TBD		
[cost classification: management functional clusters] FIELD/COUNTRY OFFICE OVERSIGHT, MANAGEMENT AND OPERATIONS SUPPORT					\$
UNDP policies and procedures fit for purpose to enable staff to carry out their jobs effectively	14.	Percentage of UNDP staff surveyed who report satisfaction with: <ul style="list-style-type: none"> I. UNDP policy services II. UNDP management services III. UNDP programme/project guidelines and support 	TBD		
[cost classification: management functional clusters] CORPORATE OVERSIGHT AND ASSURANCE (internal audit, investigations and corporate evaluations)					\$
Efficiency and effectiveness of UNDP operations improved and development effectiveness enhanced with support from The Evaluation Office and the Office of Audits	15.	Percentage of decentralized evaluations assessed which are rated of satisfactory quality, including having met UNEG gender-related norms and standards (SWAP-related indicator) .	32% (2012)		
	16.	Percentage of UNDP's programme covered by Office and Audit and Investigation (OAI)'s audit annually.	TBD		
	17.	Percentage of audits that are unqualified	TBD		
Management action on evaluation and audit findings taken to improve efficiency and effectiveness	18.	Implementation rate of agreed actions in evaluation management responses	TBD		
	19.	Implementation rate of agreed upon audit recommendations	TBD		

Making UNDP a more open, adaptable and agile institution					
[cost classification: management functional clusters] LEADERSHIP AND CORPORATE DIRECTION					\$
Results statement:	No.	Indicator	Baseline	Milestones	Target (2017)
UNDP leaders foster a working environment in which staff are engaged, leading to improved performance and a smooth transition to the new Strategic Plan	20.	Percentage of all staff surveyed who expressed confidence in leadership and direction	GSS		
	21.	Percentage of all staff surveyed who feel empowered in their job	GSS		
	22.	Percentage of project outputs that are aligned to corporate outcomes	83% (2011)		

Improved management of financial and human resources in pursuit of results					
[cost classification: management functional clusters] CORPORATE FINANCIAL, INFORMATION & COMMUNICATION TECHNOLOGY AND ADMINISTRATIVE MANAGEMENT					\$
Results statement:	No.	Indicator	Baseline	Milestones	Target 2017
UNDP is an efficient and cost conscious organization	23.	Percentage of procurement cases submitted to the ACP that are approved upon first review	78% (2011)		
	24.	Percentage of total UNDP expenditure related to management activities (Management Efficiency Ratio)	8.6% (2013)		
	25.	Percentage of total UNDP expenditure on management activities spent on travel costs	TBD		
	26.	Percentage of projects that comply with the new cost recovery policy (third party contributions only)	TBD		
	27.	Percentage of operating units meeting financial data quality standards, including IPSAS indicators	83% (2011)		
	28.	Percentage of total core expenditures directed to programme activities vs. non-core expenditures [COMMON QCPR INDICATOR]	TBD		
[cost classification: management functional clusters] CORPORATE HUMAN RESOURCES MANAGEMENT					\$
UNDP equipped to attract, develop and retain a talented and diversified workforce	29.	Vacancy rate across specified categories (TBD – e.g. RRs)	TBD		
	30.	Average time taken to fill eligible vacancies across specified categories (e.g. full-time equivalents & candidate pools)	i. 13.4 weeks (internal candidate FTAs) ii. 21.7 weeks (external candidate FTAs) iii. 25 days (candidate pools)		
	31.	Percentage of staff who are female: i. At all levels ii. D1 and above	i. 42% ii. 38%		
	32.	Staff engagement index ⁸	GSS (tbd)		
	33.	Percentage of annual performance management and development (PMD) processes completed on time.	33% (2011)		

⁸ Calculated based on selected GSS questions regarding: UNDP as an organization to work for; treating staff with respect; being proud to work with UNDP; inspiration to work; and intention to stay

[cost classification: management functional clusters] CORPORATE EXTERNAL RELATIONS AND PARTNERSHIPS, COMMUNICATIONS AND RESOURCE MOBILIZATION					\$
Results statement:	No	Indicator	Baseline	Milestones	Target 2017
Effective support for the Executive Board provided to enable oversight	34.	Percentage of Executive Board members who report satisfaction with UNDP support services	TBD		
UNDP recognized as a development partner of choice by its partners	35.	Size and trend in funding from government and other non-government partners (including international financial institutions, regional development banks, civil society, private sector). [COMMON QCPR INDICATOR]	TBD TBD		
	36.	Percentage of partners perceiving UNDP as a valued partner to their organization	TBD		
	37.	Percentage of Member States giving positive feedback on the quality of corporate reporting on results and mandates [COMMON QCPR INDICATOR]	TBD		
	38.	Percentage of country offices and headquarters units that are compliant with the internal standards for the international aid and transparency initiative (IATI) and Information Disclosure Policy	TBD		
[cost classification: management functional clusters] STAFF AND PREMISES SECURITY					\$
UNDP Country Offices are more resilient due to sound business continuity systems and security arrangements	39.	Percentage of Country Offices meeting minimum operations security standards (MOSS)	69% (2011)		
	40.	Percentage of Country Offices and headquarters units meeting Business Continuity Plan requirements	65.2%		
	41.	UNDP Carbon Footprint (CO2 emissions)	TBD		

Coordination of the UN Development System					
[cost classification: coordination] UN DEVELOPMENT SYSTEM LEADERSHIP AND COORDINATION					\$
Results statement:	No.	Indicator	Baseline	Milestones	Target (2017)
Greater progress on coordination, leadership and management of the Resident Coordinator system ensured	42.	Percentage of actions specific to UNDP in the undg Action Plan that are implemented.	TBD		
	43.	Percentage of UNDP partners satisfied with UNDP leadership of the Resident Coordinator System			
	44.	Per cent of country offices using common RBM tools and principles [COMMON QCPR INDICATOR]	TBD		
	45.	Per cent of country offices using the common undg capacity measurement approach (when fully developed) [COMMON QCPR INDICATOR]	TBD		
	46.	Number of country offices that are applying the Standard Operating Procedures, or components of it. [COMMON QCPR INDICATOR]	TBD		

	47.	Number of countries implementing common services, common long-term agreements, harmonized approach to procurement, common human resources management, information and communication technology services, or financial management services. [COMMON QCPR INDICATOR]	TBD		
	48.	UNDP contribution in cash provided to the resident coordinator system [COMMON QCPR INDICATOR]	TBD		
	49.	UNDP contribution in kind provided to the resident coordinator system [COMMON QCPR INDICATOR]			
	50.	Per cent of country offices using common RBM tools and principles [COMMON QCPR INDICATOR]	TBD		
