

*final draft*

**Integrated Results and Resources Framework of  
the UNDP Strategic Plan, 2018-21**

**23 October 2017**

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## I. Guiding Principles

The Integrated Results and Resources Framework (IRRF) translates the Strategic Plan (SP, 2018-21) into a set of development and organisational results that show how UNDP will use the resources entrusted to it by Member States and others to deliver on its mandate and vision. In pursuing its mandate and in line with the provisions of the QCPR (UN General Assembly Resolution A/RES/71/243), UNDP respects national ownership and is guided by national needs and priorities in all its programmes and projects.

The IRRF is meant to be strategic in nature, indicating the proposed core trajectory of UNDP during 2018-21. The Framework, however, has been designed to allow for flexibility to respond to changing circumstances, including decisions by Member States and country demand. In developing the IRRF, UNDP has been guided by the following principles, based on legislation and lessons learned:

- **Incorporate the 2030 Agenda and SDGs** as well as associated international agreements such as the Addis Ababa Action Agenda, Beijing Declaration and Platform for Action, Istanbul Programme of Action, Paris Agreement, New Urban Agenda, SAMOA Pathway and Sendai Framework for Disaster Reduction. The draft IRRF includes SDG indicators at impact and outcome levels. To better capture the principle of leaving no one behind (LNOB), UNDP will improve targeting, to ensure its contributions to development benefit those most in need such as the extreme poor, women and persons with disabilities. To this end, outcome and output indicators target marginalised groups which include women, youth, people with disabilities, people living with HIV, indigenous groups and others, as relevant.
- **Harmonize with other funds and programmes.** UNDP, UNICEF, UNFPA and UN Women have agreed on a harmonized structure of the IRRF in line with the undg RBM Handbook and UNDAF Guidelines. In addition, the agencies have identified a common set of SDG indicators to be incorporated at impact and outcome levels to monitor collaborative work towards shared results. Furthermore, common QCPR indicators are integrated in the organisational section of the IRRF.
- **Clarify and simplify.** While staying within the undg RBM Handbook and agreements reached with UNFPA, UNICEF and UN Women, the proposed IRRF continues a steady process of improvement in UNDP's results architecture through successive SP cycles. As a consequence, there has been a reduction in the number of outcomes and outputs in this draft compared to the IRRF for 2014-17: down to 3 development outcomes from 7, 27 development outputs from 38 previously; and 56 output indicators compared to 93. Similarly, organisational outcomes have been streamlined and reduced from 7 to 3 and indicators from 48 to 42.

The draft IRRF is also structured to match the text of the draft SP, to tighten the 'fit' between concepts and results. This is evident from mirroring of the three development challenges identified in the narrative in three outcomes. Contributions from each signature solution are also described as outputs under each outcome. By so doing, it becomes clearer that outcomes can only be advanced through an integrated, multi-sectoral, approach that address connected causes of a development challenge.

In addition, alignment between the IRRF and results frameworks in country programme documents will be simplified. This will mean that monitoring and reporting will be undertaken at the country programme (rather than individual project) level, thus saving time and effort, raising the quality of evidence and improving learning.

Overall, a simpler, 'lighter', IRRF combined with a reduction in reporting requirements, especially at country level, will create the space to shift the focus of RBM from compliance towards a results culture that enables management of UNDP's work based on performance.

- **Centre on country results.** The IRRF reflects country level results that UNDP enables through the implementation of country programmes and projects, in line with national priorities stemming from the 2030 Agenda and the joint response from the UN System that is agreed with the government in the UNDAF. While cumulative in nature, by collecting actual results achieved annually in each programme country, the IRRF allows for systematic analysis of progress made against annual milestones. As country programme results frameworks adopt UNDAF outcomes while also aligning with the SP, country level progress in the implementation of the SP, as reported in the IRRF, will also reflect UNDP's work together with UN Country Teams towards nationally defined annual and multi-year targets. This provides an opportunity to articulate UNDP's comparative and collaborative advantage in the context where it matters the most: the country level. The approach taken, therefore, makes the IRRF an important monitoring mechanism for UNDP to test the relevance of the SP to a country's efforts to achieve the SDGs. It also enables strategic management of the organisation through planning, budgeting and risk management from year-to-year. Furthermore, the IRRF tracks progress in the implementation of UNDP's regional programmes and global projects, thus, measuring UNDP's contribution to relevant regional and global public goods.
- **Advance gender equality and women's empowerment.** As an expression of UNDP's commitment to promoting sustainable development that benefits all people and that supports gender equality in all programmes, projects and development contexts, the IRRF includes gender responsive outputs and sex disaggregated indicators and monitors progress through sex disaggregated data across outcomes and signature solutions.
- **Better connect resources to results.** Steps are being taken to advance results-based budgeting by improving costing methods, reviewing project pipelines, analysing demand by programme countries, using past spending patterns as a guide and income projections by sources of fund for 2018-21. During the Strategic Plan period, around 125 country programme documents (out of 142 or 88%) are expected to be renewed. As such, the amounts presented in the IRRF are indicative only based on historical data and will be analysed every year in the Annual Report of the Administrator.
- **Build on what works.** Some aspects of the IRRF 2014-17 have proven to be effective: the adoption of baselines, milestones and targets (BMTs) and use of scorecards with 'traffic lights' to capture output level performance. Similarly, the use of 'markers' for tracking progress on cross-cutting issues, such as gender equality and women's empowerment, has been a step forward. These aspects will be retained in 2018-21 with a special emphasis on the SDGs, LNOB and South-South and Triangular Cooperation.

## II. Structure of the IRRF

- **Tier 1: Impact Level (SP Vision)**  
Impacts represent long-term development effects that benefit people. These effects are achieved through a wide range of development interventions. UNDP's contribution to impact will be monitored through a set of mostly SDG indicators that are closely related to the vision of the SP: 5 out of 6 impact indicators are drawn from the SDG indicator framework. Tracking of progress against impact indicators will draw upon internationally recognised data sources; UNDP does not need to generate data for monitoring at this level.

- **Tier 2.a: Outcome Level (SP Outcomes)**

Outcomes represent medium-term changes in development conditions to which UNDP contributes, working with governments and other partners. Outcomes in the draft IRRF are framed according to the three main development challenges identified in the SP, namely advance poverty eradication in all its forms and dimensions; accelerate structural transformations for sustainable development; and strengthen resilience to shocks and crises. UNDP's contribution to outcomes will be monitored through indicators drawn mostly from the SDG indicator framework, including UN agency common SDG indicators: 22 out of 26 outcome indicators (85%) are drawn from this framework. As is the case with impact indicators, tracking of progress against outcome indicators will utilise data from internationally recognised data sources and does not require additional effort by UNDP.

- **Tier 2.b: Output Level (SP Outputs – UNDP's signature solutions)**

Outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention. They are achieved with resources provided to UNDP and within the timeframe of the SP. Outputs also reflect UNDP's comparative and collaborative advantage as outlined in the commitments made in the Common Chapter and its Annex.

UNDP's signature solutions are captured at the output level. The draft IRRF shows how different combinations of outputs drawn from each of the six signature solutions proposed in the SP contribute to an outcome. This avoids an *exclusive* connection between a particular signature solution and an outcome. In other words, outcomes in the IRRF can only be achieved through efforts *across* UNDP's signature solutions. This embeds multi-dimensionality and complexity into the IRRF, reflecting the integrated and indivisible nature of the SDGs. The IRRF also incorporates flexibility and avoids a 'one-size-fits-all' approach: combinations of outputs across signature solutions can vary according to country context.

UNDP is accountable for the delivery of development outputs. Baselines, milestones and targets (BMTs) for output indicators are set by UNDP reporting units which also provide data annually on progress towards achievement of relevant outputs. As some of the actual results of the 2014-17 Strategic Plan will become baselines for the new Strategic Plan and new milestones and targets need to be informed by a full analysis of results delivery during the current Plan, it is important that final reporting for 2014-17 concludes and data is validated before being reflected in the IRRF for 2018-21. For this reason, UNDP proposes to submit baselines for impact and outcome indicators in the January 2018 session of the Board, followed by full submission of BMTs, including for output indicators, at the Annual Session of the Board in June 2018.

Output and output indicator statements are gender-responsive and data collected is disaggregated by sex to ensure progress in gender equality and women's empowerment is closely tracked in the implementation of all signature solutions. Output indicators also follow an agreed convention adopted by UNDP, UNFPA, UNICEF and UN Women whereby, depending on the nature of the issue, reference is made to 'Number of countries with X or Y'. This convention naturally applies to those countries where, at the request of national governments, UNDP provides assistance in the relevant area while working within the scope of the Strategic Plan. Development results that are monitored using these indicators represent changes realised with support from UNDP.

- **Tier 3: Organisational Effectiveness and Efficiency Level**

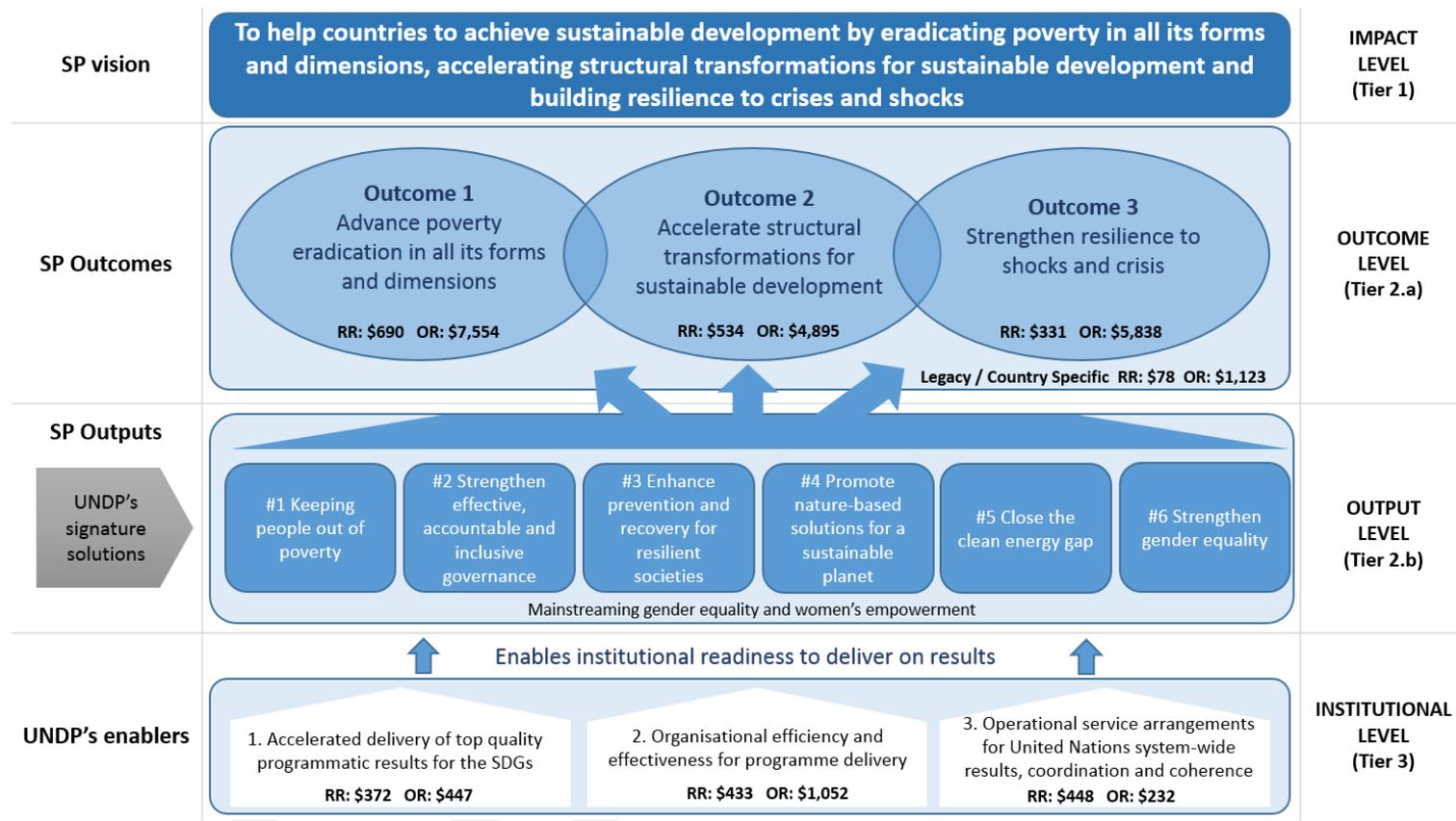
Organisational performance will be monitored against a set of indicators aimed at assessing if UNDP is fit for purpose to deliver against the SP. This IRRF tiers is structured in three major areas covering: accelerated delivery of top quality programmatic results for the SDGs; organisational efficiency and effectiveness for programme delivery; and operational service arrangements for United Nations system-wide results, coordination and coherence. Outputs have been identified in each area, accompanied by indicators, including those relevant to track progress vis-à-vis QCPR mandates. Data reported against Tier 3 indicators comes from a variety of sources, primarily corporate systems, external reviews and surveys, and regular reporting by Country Offices. Effectiveness

and efficiency as monitored through Tier 3 output indicators are two important dimensions of UNDP's approach to risk management as defined in the Enterprise Risk Management policy. An essential component of UNDP's approach to risk-informed development is the mandatory adoption of Social and Environmental Standards in all programmes and projects which will continue to be closely assessed in the IRRF Tier 3.

### III. Monitoring and Analysis

The IRRF guides all business units to plan results and allocate resources, monitor progress, analyse and report on performance and lessons learnt.

- **Planning:** At the onset of the SP, UNDP will set baselines, annual milestones and targets (BMTs) for output indicators in the IRRF. BMTs will be set by all business units based on analysis of data and evidence, lessons learnt and available/forecasted resources. Country programme documents (CPDs) and regional programme documents (RPDs) and their associated results and resources frameworks (RRFs) will be aligned to the SP and IRRF so that UNDP's corporate-level commitments and strategies can be followed-through at all levels.
- **Monitoring:** UNDP will monitor progress against planned results and resources through its annual planning, budgeting and monitoring exercise. In addition, all business units will monitor programme/project status and financial data. Reflecting its commitment to accountability and transparency, UNDP will continue to publish project and financial information, including IRRF results, consistent with the International Aid Transparency Initiative (IATI).
- **Results Analysis and Reporting:** At the end of each year, UNDP will conduct a results analysis and reporting exercise, with all units reviewing results achieved against annual milestones. Reporting against the IRRF will comprise quantitative evidence, supplemented by qualitative analysis in Results Oriented Annual Reports (ROARs). The data and analysis gathered through this process will be presented in the Annual Report of the Administrator (ARA). The ARA and its annexes, including a fully populated IRRF, will serve as the basis for dialogue with the Executive Board at its Annual Sessions. The Mid-Term Review (MTR) in 2020 will provide an important opportunity to assess progress towards implementation of the Strategic Plan.



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

## Tier One: Impact

Impact: To help countries to achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks.			
Impact indicators	Baseline		Global target (2030)
1	<p>a. Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</p> <p>b. Proportion of population living below the national poverty line, by sex and age</p>		
<p><b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNFPA, UNICEF, UNWOMEN)</b></p> <p><b>Corresponding SDG target:</b> 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p><b>Corresponding SDG Indicator:</b> 1.1.1, 1.2.1</p>			
2	<p>a. Human Development Index</p> <p>b. Gender Inequality Index</p>		
<p><b>Corresponding SDG Indicator:</b> Non-SDG indicators</p>			
3	<p>Growth rates of household expenditure or income per capita among the bottom 40 per cent of the population and total population</p>		
<p><b>Corresponding SDG target:</b> 10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average</p> <p><b>Corresponding SDG Indicator:</b> 10.1.1</p>			
4	<p>Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population (disaggregated by sex to the extent possible)</p>		
<p><b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNFPA, UNICEF, UNWOMEN)</b></p> <p><b>Corresponding SDG target:</b> 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p><b>Corresponding SDG Indicator:</b> 1.5.1, 11.5.1, 13.1.1</p>			
5	<p>CO<sub>2</sub> emission per unit of value added</p>		
<p><b>Corresponding SDG target:</b> 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p><b>Corresponding SDG Indicator:</b> 9.4.1</p>			

## Tier Two: Development Outcomes and Outputs

Outcome 1: ADVANCE POVERTY ERADICATION IN ALL ITS FORMS AND DIMENSIONS			
Outcome indicators	Baseline		Global target (2030)
1.1	a. Proportion of men, women and children of all ages living in poverty in all its dimensions, by selected measures of multidimensional poverty b. Proportion of people sliding back into poverty		
	<b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNFPA, UNICEF, UNWOMEN)</b> <b>Corresponding SDG target:</b> 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions <b>Corresponding SDG Indicator:</b> (a) Adapted from 1.2.2 (SDG is based on national definitions); (b) Non-SDG indicator		
1.2	Proportion of total government spending on essential services (education, health and social protection)		
	<b>Corresponding SDG target:</b> 1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions <b>Corresponding SDG Indicator:</b> 1.a.2		
1.3	Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries		
	<b>Corresponding SDG target:</b> 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation <b>Corresponding SDG Indicator:</b> 17.9.1		
1.4	Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months		
	<b>Corresponding SDG target:</b> 16.5 Substantially reduce corruption and bribery in all their forms <b>Corresponding SDG Indicator:</b> 16.5.1		
1.5	Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations		
	<b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNFPA, UNICEF, UNWOMEN)</b> <b>Corresponding SDG target:</b> 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases <b>Corresponding SDG Indicator:</b> 3.3.1		
1.6	Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure		

	<p><b>Corresponding SDG target:</b> 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p><b>Corresponding SDG Indicator:</b> 1.4.2</p>			
1.7	<p>a. Proportion of population with access to electricity (disaggregated by urban/rural areas to the extent possible)</p> <p>b. Proportion of population with primary reliance on clean fuels and technology</p>			
	<p><b>Corresponding SDG target:</b> 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p> <p><b>Corresponding SDG Indicator:</b> (a) 7.1.1, with additional disaggregation, (b) 7.1.2</p>			
1.8	<p>a. 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 age</p> <p>b. Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence</p>			
	<p><b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNFPA, UNICEF, UNWOMEN)</b></p> <p><b>Corresponding SDG target:</b> 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p><b>Corresponding SDG Indicator:</b> 5.2.1 and 5.2.2</p>			
1.9	<p>Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals</p>			
	<p><b>Corresponding SDG target:</b> 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries</p> <p><b>Corresponding SDG Indicator:</b> 17.16.1</p>			
1.10	<p>Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics</p>			
	<p><b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNFPA, UNICEF, UNWOMEN)</b></p> <p><b>Corresponding SDG target:</b> 17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts</p> <p><b>Corresponding SDG Indicator:</b> 17.18.1</p>			

Signature Solution	Output	Output Indicator	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
#1 <b>POVERTY</b>	1.1.1 Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements <sup>1</sup> in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions	Number of countries that have development plans and budgets that integrate international agreements across the whole-of-government <sup>2</sup> : a) 2030 Agenda for Sustainable Development b) Paris Agreement c) Other international agreements <sup>1</sup>					
		Number of national and sub-national governments and other partners applying innovative and data-driven solutions from the Global South accessed through SSMART <sup>3</sup> : a) National governments b) Sub-national governments c) Other partners					
		Number of countries with data collection/analysis mechanisms providing disaggregated data to monitor progress towards the SDGs: a) Conventional data collection methods (e.g. surveys) b) Administrative reporting systems c) New data sources (e.g. big data)					

<sup>1</sup> Includes Addis, Beijing, Istanbul, Quito, SAMOA and Sendai.

<sup>2</sup> Includes all parts of national government such as ministries, various commissions, agencies and authorities as well as other state bodies.

<sup>3</sup> SSMART stands for South-South Marketplace. This is the same as the global development solutions exchange referred to in UNDP's corporate strategy on South-South and Triangular Cooperation.

1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services <sup>4</sup> and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs	Number and proportion <sup>5</sup> of people accessing basic services <sup>4</sup> , disaggregated by target groups: a) Poor <sup>6</sup> b) Women c) People with disabilities <sup>7</sup> d) Youth <sup>6</sup> e) Displaced populations f) Other marginalised groups						
	Number and proportion of people accessing financial and non-financial assets, disaggregated by target groups: a) Poor <sup>6</sup> b) Women c) People with disabilities d) Youth <sup>6</sup> e) Other marginalised groups						
	Number of countries with an improved enabling environment for expansion of decent work and livelihoods: a) Policy, legal, regulatory and institutional frameworks b) Direct creation of employment and support to livelihoods in the: b1) Public sector b2) Private sector						

<sup>4</sup> Basic services include social services (e.g. health and nutrition, education, water and sanitation, social housing, vocational training), economic services (including finance), environmental and energy services (e.g. renewables, clean fuels and technology, use of natural resources), and other services (e.g. rule of law and justice). Please note that UNDP focuses primarily on policies and capacities that improve the enabling environment for provision of basic services.

<sup>5</sup> Proportions can be calculated using estimates of coverage populations that are available in many countries using surveys and administrative reporting systems.

<sup>6</sup> As defined nationally.

<sup>7</sup> Includes victims of landmines.

<p>#2 <b>GOVERNANCE</b></p>	<p>1.2.1 Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services<sup>4</sup> including HIV and related services</p>	<p>Number of countries where national and sub-national governments have improved capacities to plan, budget, manage and monitor basic services<sup>4</sup></p>					
		<p>Number of countries with inclusive local economic development (LED) strategies and plans in place:</p> <ul style="list-style-type: none"> <li>a) With institutional frameworks for implementation in local and regional governments</li> <li>b) With public-private partnerships at scale for accelerating catalytic LED initiatives</li> <li>c) With urban development plans and strategies in line with the New Urban Agenda under implementation</li> </ul>					
		<p>Number of people who have access to HIV and related services, disaggregated by sex and type of service:</p> <ul style="list-style-type: none"> <li>a) Behavioural change communication <ul style="list-style-type: none"> <li>a1) Number of males reached</li> <li>a2) Number of females reached</li> </ul> </li> <li>b) ARV treatment <ul style="list-style-type: none"> <li>b1) Number of males reached</li> <li>b2) Number of females reached</li> </ul> </li> </ul>					
	<p>1.2.2 Enabling environment strengthened to expand public and private financing for the achievement of the SDGs</p>	<p>Number of countries with an enabling environment in place leveraging additional resources from public and private sources<sup>8</sup> for the SDGs:</p> <ul style="list-style-type: none"> <li>a) Policy, legal and regulatory frameworks</li> </ul>					

<sup>8</sup> Includes alternative modes of financing such as Islamic finance, social impact investing, and socially responsible investments.

		b) Institutional mechanisms					
		Volume <sup>9</sup> of additional resources leveraged through public and private financing <sup>8</sup> for the SDGs with UNDP support: a) At national level a1) Public a2) Private b) At sub-national level b1) Public b2) Private					
		1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication	Number of countries with effective measures adopted to mitigate and remedy corruption risks at: a) National level b) Sub-national level c) Sector level				
#3 <b>RESILIENCE</b>	1.3.1 National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from crisis	Number of countries that adopt and implement with UNDP assistance, upon request, constitutional, statutory and/or policy guarantees for public access to information					
		Number of countries with recovery plans and systems in place utilizing sex, age and disability disaggregated data and gender analysis <sup>10</sup>					
		Number of countries with development, risk reduction and recovery interventions informed by multi-hazard and other risk assessments					

<sup>9</sup> Wherever relevant, IATI data will be used to inform public financing, among other sources.

<sup>10</sup> Includes Recovery and Peacebuilding Assessments (RPBA) and Post-Disaster Needs Assessments (PDNA).

<b>#4 SUSTAINABLE PLANET</b>	1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains	Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains					
		<p>Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime:</p> <ul style="list-style-type: none"> <li>a) Area of land and marine habitat under protection (hectares)</li> <li>b) Area of existing protected area under improved management (hectares)</li> <li>c) Number of shared water ecosystems (fresh or marine) under cooperative management</li> <li>d) Area under sustainable forest management (hectares)</li> <li>e) Biodiversity (using appropriate units of measure)</li> <li>f) Amount of chemicals reduced or disposed (metric tons)</li> <li>g) Other</li> </ul>					
<b>#5 ENERGY</b>	1.5.1 Solutions adopted to achieve universal access to clean, affordable and sustainable energy <sup>11</sup>	<p>Number and proportion<sup>5</sup> of households benefitting from clean, affordable and sustainable energy access:</p> <ul style="list-style-type: none"> <li>a) Women-headed</li> <li>b) In rural areas</li> <li>c) In urban and peri-urban areas</li> </ul>					
<b>#6 GENDER</b>	1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment	Number of key measures <sup>12</sup> in place that set and monitor progress towards numeric targets for women's leadership in the:					

<sup>11</sup> Includes renewable energy as well as clean fuels and technology.

<sup>12</sup> Includes development policies, plans, legislation, regulations and programmes and initiatives that specifically address the issue of women's leadership.

		<ul style="list-style-type: none"> <li>a) Public sector</li> <li>b) Private sector</li> <li>c) Not-for-profit sector</li> </ul>					
		Proportion of GBV cases reported to authorities receiving judgment in the formal justice system					
	1.6.2 Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV)	Number of countries with frameworks in place to prevent and respond to SGBV: <ul style="list-style-type: none"> <li>a) Multi-sectoral policy and legislation</li> <li>b) Multi-sectoral services including justice and security</li> <li>c) Platforms for raising awareness and social mobilisation</li> </ul>					

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<b>Outcome 2: ACCELERATE STRUCTURAL TRANSFORMATIONS FOR SUSTAINABLE DEVELOPMENT</b>			
<b>Outcome indicators</b>	<b>Baseline</b>		<b>Global target (2030)</b>
2.1	Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable		
	<b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNICEF, UNWOMEN)</b> <b>Corresponding SDG target:</b> 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable <b>Corresponding SDG Indicator:</b> 1.3.1		
2.2	<b>a.</b> Proportion of seats held by women in national parliaments and local governments <b>b.</b> Proportion of women in managerial positions		
	<b>FUNDS AND PROGRAMMES COMMON INDICATOR (UNICEF, UNWOMEN)</b> <b>Corresponding SDG target:</b> 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life <b>Corresponding SDG Indicator:</b> (a) 5.5.1 (b) 5.5.2		
2.3	Voter turnout, disaggregated by sex, age, and excluded groups		
	<b>Corresponding SDG target:</b> 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels <b>Corresponding SDG Indicator:</b> Non-SDG indicator		
2.4	Percentage of people who experienced a dispute and had access to a formal or informal dispute mechanism, considered affordable and just (disaggregated by sex)		
	<b>Corresponding SDG target:</b> 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all <b>Corresponding SDG Indicator:</b> Non-SDG indicator		
2.5	Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group		
	<b>Corresponding SDG target:</b> 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels <b>Corresponding SDG Indicator:</b> 16.7.2		
2.6	Proportion of population satisfied with their last experience with public services		
	<b>Corresponding SDG target:</b> 16.6 Develop effective, accountable and transparent institutions at all levels <b>Corresponding SDG Indicator:</b> 16.6.2		
2.7	Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production		
	<b>Corresponding SDG target:</b> 13.2 Integrate climate change measures into national policies, strategies and planning <b>Corresponding SDG Indicator:</b> 13.2.1		

	Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement			
<b>2.8</b>	<b>Corresponding SDG target:</b> 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment <b>Corresponding SDG Indicator:</b> 12.4.1			
	<b>a.</b> Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type <b>b.</b> Coverage of protected areas in relation to marine areas			
<b>2.9</b>	<b>Corresponding SDG target:</b> 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements; 14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information. <b>Corresponding SDG Indicator:</b> (a) 15.1.2, (b) 14.5.1			
	Progress towards sustainable forest management			
<b>2.10</b>	<b>Corresponding SDG target:</b> 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally <b>Corresponding SDG Indicator:</b> 15.2.1			
	Proportion of population with primary reliance on clean fuels and technology			
<b>2.11</b>	<b>Corresponding SDG target:</b> 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services <b>Corresponding SDG Indicator:</b> 7.1.2			
	Proportion of time spent on unpaid domestic and care work, by sex, age and location			
<b>2.12</b>	<b>Corresponding SDG target:</b> 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate <b>Corresponding SDG Indicator:</b> 5.4.1			

Signature Solution	Output	Output Indicator	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
#1 <b>POVERTY</b>	2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth <sup>13</sup>	Number of countries with targets <sup>14</sup> for low emission and climate-resilient development in: a) Development plans and strategies b) Budgets c) Private sector business plans and strategies					
		Number of countries with public-private partnerships at national level to improve the enabling framework <sup>15</sup> for economic diversification and green growth					
	2.1.2 Capacities developed for progressive expansion of inclusive social protection systems	Number of countries with policy measures and institutional capacities in place to increase access to social protection schemes, disaggregated by target groups: a) Sex b) Age c) Persons with disabilities d) Marginalised groups <sup>16</sup> e) Urban poor f) Rural populations					
		Number of countries that have improved the range of services provided through their social protection systems to reach marginalised groups: a) Types of services					

<sup>13</sup> Includes oceans and marine ecosystems, forests, biodiversity and ecosystems, land, and chemicals and waste.

<sup>14</sup> Includes nationally determined contributions (NDCs).

<sup>15</sup> Includes dialogue with the private sector on policy, legal, regulatory and institutional frameworks as well as measures to boost investment and sustainable development.

<sup>16</sup> Includes youth, people living with HIV, indigenous groups and other traditionally marginalised groups, as relevant in each national context.

		b) Quality of services (as determined nationally)					
<b>#2 GOVERNANCE</b>	2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions	<p>Number of countries using frameworks<sup>17</sup> that leverage digital technologies and big data for:</p> <ul style="list-style-type: none"> <li>a) Delivery and monitoring of services</li> <li>b) Public engagement</li> <li>c) Access to and protection of information</li> <li>d) Legal identity and civil registration</li> <li>e) Urban development using smart technologies</li> <li>f) Other critical public services (e.g. public procurement)</li> </ul>					
	2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability	Number of Electoral Management Bodies (EMBs) with strengthened capacity to conduct inclusive and credible elections					
		<p>Women's participation in elections:</p> <ul style="list-style-type: none"> <li>a) Proportion of women in the voter registry</li> <li>b) Proportion of women on the governing mechanism of the electoral management body</li> <li>c) Benefitting from Temporary Special Measures (TSMs) to ensure women's participation and representation<sup>18</sup></li> </ul>					
		Number of parliaments with improved capacities to undertake inclusive,					

<sup>17</sup> Includes policy, legal and regulatory frameworks and funded programmes/initiatives.

<sup>18</sup> Includes TSMs aiming at creating a conducive environment for women's participation such as existence of funding or training programmes as well as incentives for political parties to place women in electable positions, quotas, reserved seats and targeted voter education programmes, among possibilities. Based on country responses, it will be possible to estimate and report on the number of countries that have such measures in place.

		effective and accountable law-making, oversight and representation					
		Number of constitution-making bodies (CMBs) with mechanisms for civic engagement, including the participation of women and other marginalised groups					
		Number of countries that adopt and implement, with UNDP assistance, legal and regulatory frameworks that enable civil society to function in the public sphere and contribute to sustainable development: a) Women's groups b) Youth groups c) Groups representing other marginalised populations					
2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups <sup>19</sup>		Number of countries with strengthened institutions and systems supporting fulfilment of nationally and internationally ratified human rights obligations: a) Rule of law and justice <sup>20</sup> b) Human rights <sup>21</sup>					
		Number and proportion of the population who have access to justice, disaggregated by sex and marginalised groups: a) Formal justice systems b) Informal justice systems					
		Number of countries with strengthened capacities for governance and oversight of rule of law institutions <sup>20</sup>					

<sup>19</sup> Includes youth, people with disabilities, people living with HIV and other traditionally marginalised groups, as relevant in each national context.

<sup>20</sup> As articulated in the 'Declaration of the High-level Meeting of the UN General Assembly on the Rule of Law at the National and International Levels,' (A/RES/67/1) which states, *inter alia*, that '...We recognize the importance of national ownership in rule of law activities, strengthening justice and security institutions that are accessible and responsive to the needs and rights of all individuals and which build trust and promote social cohesion and economic prosperity' (paragraph 11).

<sup>21</sup> As per inter-governmentally agreed norms and standards, e.g. the Paris Principles (UN General Assembly Resolution A/RES/48/134 of December 1993).

<b>#3 RESILIENCE</b>	2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict <sup>22</sup>	Number of countries with data-informed <sup>23</sup> development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation					
		Number of countries with data-informed <sup>24</sup> development policies, plans and institutions <sup>25</sup> in place to strengthen social cohesion and prevent risk of conflict					
<b>#4 SUSTAINABLE PLANET</b>	2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources <sup>26</sup> , in line with	Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems: a) Policy frameworks b) Legal and regulatory frameworks					

<sup>22</sup> QCPR (A/RES/71/243) paragraph 24 ‘...calls upon the entities of the United Nations development system, in full compliance with their respective mandates, to enhance coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies and in countries in conflict and post-conflict situations, and in this regard: (a) Emphasizes that in countries facing humanitarian emergencies there is a need to work collaboratively to move beyond short-term assistance towards contributing to longer - term development gains, including by engaging, as appropriate, in joint risk analysis, needs assessments, practice response and a coherent multi - year timeframe, with the aim of reducing need, vulnerability and risk over time, in compliance with international law and in line with resolution 46/182 of 19 December 1991 and the annex thereto and in accordance with national plans and priorities, stressing that this should not adversely affect resources for development; (b) Emphasizes that development is a central goal in itself, and that in countries in conflict and post - conflict situations, the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership, and stresses in this regard the need to improve coordination and synergy to maximize the impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development, stressing that this should not adversely affect resources for development.’ UNDP supports, upon request, national measures on crisis, whether caused by natural or man-made factors, taking a development approach in all its programmatic interventions on prevention and response. An important partnership in this regard is the Joint UNDP-DPA Project on Strengthening National Capacities for Conflict Prevention, implemented since 2004, which includes the deployment of Peace and Development Advisors (PDAs) to Resident Coordinator Offices (RCOs).

<sup>23</sup> Refers to available evidence regarding disaster prone areas and communities.

<sup>24</sup> Refers to availability of relevant data regarding the most affected groups to be used, upon request, to support national policy-making and action.

<sup>25</sup> Includes, upon request, nationally established infrastructures for peace.

<sup>26</sup> Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

	international conventions and national legislation	<ul style="list-style-type: none"> <li>c) Institutional frameworks</li> <li>d) Financing frameworks</li> </ul>					
<b>#5 ENERGY</b>	2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation	<p>Number of countries with strengthened capacities for achieving energy transformation at scale:</p> <ul style="list-style-type: none"> <li>a) Volume of investment leveraged from public and private sources through UNDP support for national programmes/initiatives</li> <li>b) Solutions applied at scale to accelerate transition to improved energy efficiency and clean energy</li> <li>c) Growth in installed base of power generation from clean and/or renewable energy sources</li> </ul>					
<b>#6 GENDER</b>	2.6.1 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment	<p>Number of countries that have been supported to adopt legal, policy and institutional reforms to remove structural barriers to women's empowerment:</p> <ul style="list-style-type: none"> <li>a) Discrimination in labour markets (formal and informal sectors)</li> <li>b) Access to and control over assets and services</li> <li>c) Regulation of identity, tenancy rights, inheritance, marital status</li> <li>d) Reduction or redistribution of unpaid care work</li> <li>e) SGBV</li> <li>f) Others</li> </ul>					
		Number of partnerships across the whole-of-society <sup>27</sup> raising awareness to eliminate discriminatory gender and social norms					

<sup>27</sup> Including government, civil society, private sector, philanthropies, academic institutions, faith-based organisations and others.

<b>Outcome 3: STRENGTHEN RESILIENCE TO SHOCKS AND CRISES</b>			
<b>Outcome Indicators</b>	<b>Baseline</b>		<b>Global target (2030)</b>
3.1	Number of people per 100,000 that are covered by early warning information through local governments or through national dissemination mechanisms (disaggregated by sex)		
	<b>Corresponding SDG target:</b> 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters; 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries <b>Corresponding SDG Indicator:</b> Non-SDG indicator		
3.2	Direct disaster economic loss in relation to global gross domestic product (GDP), disaster damage to critical infrastructure and disruption of basic services, attributed to disasters		
	<b>Corresponding SDG targets:</b> 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters; 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations <b>Corresponding SDG Indicator:</b> 1.5.2/11.5.2		
3.3	Number of forcibly displaced people (millions), disaggregated by type (refugees, asylum seekers, internally-displaced persons) and by sex and age to the extent possible		
	<b>Corresponding SDG target:</b> 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations; <b>Corresponding SDG Indicator:</b> Non-SDG indicator.		
3.4	Conflict-related deaths per 100,000 population, by sex, age and cause		
	<b>Corresponding SDG target:</b> 16.1 Significantly reduce all forms of violence and related death rates everywhere <b>Corresponding SDG Indicator:</b> 16.1.2		
3.5	Number of victims of intentional homicide per 100,000 population, by sex and age		
	<b>Corresponding SDG target:</b> 16.1 Significantly reduce all forms of violence and related death rates everywhere <b>Corresponding SDG Indicator:</b> 16.1.1		

Signature Solution	Output	Output Indicator	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
#1 <b>POVERTY</b>	3.1.1 Core government functions and inclusive basic services <sup>4</sup> restored post-crisis for stabilisation, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities	Number of crisis affected countries supported by UNDP, upon request, with targeted interventions to strengthen core government functions <sup>28</sup> for sustainable recovery and improved service delivery					
		Proportion of displaced populations benefitting from durable solutions, disaggregated by target groups					
		Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics					
		Percentage of crisis-affected countries where critical benchmarks for local economic revitalisation (LER) <sup>29</sup> are met					
#2 <b>GOVERNANCE</b>	3.2.1. National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities	Number of countries with national plans of action for prevention of violent extremism (PVE) under implementation					
		Number of countries with plans and strategies under implementation for the reintegration of displaced persons and/or former combatants					
		Number of countries supported by UNDP, upon request, to establish or strengthen national infrastructures for peace					

<sup>28</sup> Includes institutional capacities and processes for national and local planning, management and coordination (e.g. executive office management, aid management, human resource management and financial management).

<sup>29</sup> Local economic revitalization (LER) benchmarks relate to infrastructure (e.g. houses, schools, public buildings, power grids, hospitals, health and water facilities), market development, income generation and employment, new and existing enterprises and private sector recovery to address the needs of affected populations.

	3.2.2 National and local systems enabled and communities empowered to ensure the restoration of justice institutions, redress mechanisms and community security	<p>Number of countries with national and local systems restored or adopted following crises:</p> <ul style="list-style-type: none"> <li>a) Functional justice systems</li> <li>b) Victim redress mechanisms including transitional justice</li> <li>c) Community-oriented security services and oversight mechanisms</li> <li>d) Across a) – c) utilizing joint UN approaches to rebuilding rule of law and justice sector institutions and services</li> </ul>					
<b>#3 RESILIENCE</b>	3.3.1. Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies	<p>Number of countries with operational end-to-end multi-sectoral early warning systems (EWS) to limit the gender-differentiated impact of:</p> <ul style="list-style-type: none"> <li>a) Natural hazards</li> <li>b) Health shocks (e.g. pandemics)</li> <li>c) Economic crises</li> <li>d) Other risk factors</li> </ul>					
		Number of countries requesting the application of tools such as the UNDG conflict and development analysis (CDAs) to inform planning and programming in key sectors					
	3.3.2 Gender-responsive and risk-informed mechanisms supported to build consensus, improve social	<p>Number of countries with sub-national mechanisms for mitigating risks to urban centres<sup>30</sup></p> <p>Proportion of women in leadership positions within social dialogue and reconciliation mechanisms that</p>					

<sup>30</sup> Includes, for example, risks from environmental degradation, climate change, natural disasters, violence, breakdown of social cohesion and rule of law, economic distress, and rapid urbanisation, among other factors.

	dialogue and promote peaceful, just and inclusive societies	promote peaceful, just and inclusive societies						
		Number of countries with improved capacities for dialogue, consensus-building and reconciliation around contested issues, with equal participation of women and men						
<b>#4 SUSTAINABLE PLANET</b>	3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery	Number of countries in special situations implementing innovative solutions at scale for sustainable recovery: a) Nature-based b) Gender-responsive						
<b>#5 ENERGY</b>	3.5.1 Energy access re-established for crisis-affected populations, with a focus on gender-sensitive, risk-informed and sustainable recovery	Number of crisis-affected people with energy access restored, disaggregated by sex of head of household and other relevant characteristics						
<b>#6 GENDER</b>	3.6.1 Women's leadership and participation ensured in crisis prevention <sup>22</sup> and recovery planning and action	Percentage of women in leadership positions within prevention and recovery mechanisms						
		Number and proportion of women among beneficiaries of recovery programmes						

## Tier Three: Organisational Performance

Outcome 1: Accelerated delivery of top quality programmatic results for the SDGs						
Output	Output Indicator	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
1.1 Evidence based performance analysis and decision making at all levels	1.1.1 Percentage of projects with outputs reported as achieved or on track.					
	1.1.2 Percentage of partners who perceive that UNDP provides evidence-based integrated policy advice tailored to national needs and priorities in identified areas (TBD as per SP outcomes/areas) <b>[QCPR related]</b>					
	1.1.3 Aid Transparency Index score <b>[QCPR related]</b>					
1.2 Cross-cutting approaches fully integrated into UNDP programmes and projects	1.2.1 Percentage of expenditures with a significant gender component and with gender as a principal objective <b>[QCPR related]</b>					
	1.2.2 Percentage of UNSWAP minimum standards met or exceeded <b>[QCPR related]</b>					
	1.2.3 Percentage of new country programme planning documents that address the needs of people with disabilities <b>[QCPR related]</b>					
	1.2.4 Percentage of programmes/projects where south-south or triangular cooperation is used to achieve results <b>[QCPR related]</b>					
	1.2.5 Percentage of projects that meet corporate social and environmental standards					
	1.2.6 Percentage of country offices that pilot and/or scale innovative tools and methodologies					
1.3 High quality audits and evaluations producing implementable solutions	1.3.1 Percentage of decentralized evaluations assessed which are rated of: <ul style="list-style-type: none"> <li>satisfactory quality</li> <li>partially satisfactory quality</li> </ul> including having met UNEG gender-related norms and standards <b>(SWAP-related indicator)</b>					
	1.3.2 Percentage of internal audits that are rated as: <ul style="list-style-type: none"> <li>Satisfactory</li> </ul>					

<b>Outcome 1: Accelerated delivery of top quality programmatic results for the SDGs</b>						
<b>Output</b>	<b>Output Indicator</b>	<b>2017 Baseline</b>	<b>2018 Milestone</b>	<b>2019 Milestone</b>	<b>2020 Milestone</b>	<b>2021 Target</b>
	<ul style="list-style-type: none"> <li>Partially satisfactory with minor improvements needed</li> <li>Partially satisfactory with major improvements needed</li> <li>Unsatisfactory</li> </ul>					
	1.3.3 Percentage of audited expenditures that are unqualified					
	1.3.4 Implementation rate of agreed Joint Inspection Unit Report recommendations					
	1.3.5 Implementation rate of agreed actions in evaluation management responses: <ul style="list-style-type: none"> <li>decentralized evaluations</li> <li>independent evaluations</li> </ul>					
	1.3.6 Implementation rate of agreed upon: <ul style="list-style-type: none"> <li>internal audit recommendations</li> <li>external audit recommendations (UNBoA)</li> </ul>					

<b>Outcome 2: Organisational efficiency and effectiveness for programme delivery</b>						
<b>Outputs</b>	<b>Indicators</b>	<b>2017 Baseline</b>	<b>2018 Milestone</b>	<b>2019 Milestone</b>	<b>2020 Milestone</b>	<b>2021 Target</b>
2.1 UNDP recognized as a development partner of choice	2.1.1 Percentage of partners perceiving UNDP as a valued partner to their organization					
	2.1.2 Size (in million US\$) and trend (in percentage) in funding disaggregated by funding stream: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>Other Resources (government and non-government partners) – to be further disaggregated by:               <ul style="list-style-type: none"> <li>Third party cost-sharing</li> <li>Vertical Funds</li> <li>Funding Windows</li> <li>UN Pooled Funding</li> </ul> </li> <li>Other Resources (Government Cost Sharing)</li> </ul>					
	2.1.3 Size (in million US\$) and trend (in percentage) in funding disaggregated by partner:					

Outcome 2: Organisational efficiency and effectiveness for programme delivery						
Outputs	Indicators	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
	<ul style="list-style-type: none"> <li>• Governments</li> <li>• Private sector (including foundations, NGOs, etc.)</li> <li>• Multilaterals (EU, IFIs, and other multilaterals)</li> </ul>					
	2.1.4 Score of at least 'satisfactory' in Multilateral Organization Performance Assessment Network (MOPAN) key performance indicator ratings for UNDP					
2.2 Cost-sharing agreements and projects ensure full cost recovery	2.2.1 Use of core and non-core for programme activities: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>• Percentage of total core expenditures on development-related activities directed to programme activities</li> <li>• Percentage of total non-core expenditures on development-related activities directed to programme activities</li> </ul>					
2.3 Quality and efficient management services to support programme delivery	2.3.1 Percentage of operating units meeting financial data quality standards, including IPSAS indicators					
	2.3.2 Percentage of total UNDP expenditure related to management activities (Management Efficiency Ratio)					
2.4 Efficient, professional and transparent procurement and value for money	2.4.1 Heads of country office procurement units with relevant procurement certification					
	2.4.2 Percentage of procurement volume spend through LTAs: <ul style="list-style-type: none"> <li>• Percentage of global procurement value in collaboration with UN and other development partners <b>[QCPR related]</b></li> </ul>					
2.5 UNDP equipped with talented and diverse workforce	2.5.1 Staff satisfaction: <ul style="list-style-type: none"> <li>• Leadership/direction index (percentage of all employees surveyed who express confidence in leadership and direction)</li> <li>• Engagement index</li> </ul>					
	2.5.2 Percentage of relevant staff who completed: <ul style="list-style-type: none"> <li>• Leadership development programmes</li> <li>• Other professional certification</li> </ul>					
	2.5.3 Percentage of staff who are female: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>• All staff</li> <li>• General Service staff</li> <li>• National Officers (NOA – NOE)</li> </ul>					

Outcome 2: Organisational efficiency and effectiveness for programme delivery						
Outputs	Indicators	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
	<ul style="list-style-type: none"> <li>International professional staff P1-P3</li> <li>International professional staff P4</li> <li>International professional staff P5</li> <li>Senior managers (D1 and above)</li> </ul>					
	2.5.4 Percentage of staff from programme countries: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>All staff</li> <li>International professional staff, P1-P3</li> <li>International professional staff, P4 and P5</li> <li>Senior managers (D1 and above)</li> </ul>					
	2.5.5. Percentage of offices with in-house gender equality expertise: <ul style="list-style-type: none"> <li>Country offices</li> <li>Regional and Central Bureaux</li> </ul>					

Outcome 3: Operational Service Arrangements for United Nations system-wide results, coordination and coherence						
Outputs	Indicators	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
3.1 Common UN approaches facilitate efficient and accelerated joint delivery against sustainable development objectives	3.1.1 Percentage of UN Country Teams presenting single annual report to programme country governments on progress implementing the UNDAF <b>[QCPR related]</b>					
	3.1.2 Percentage of country offices that are applying the Standard Operating Procedures, or components of it <b>[QCPR related]</b>					
	3.1.3 Percentage of country offices which have adopted the following common service lines within BOS: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>common procurement services</li> <li>common finance services</li> <li>common information and communication technology services</li> <li>common logistics services</li> <li>common human resources services</li> <li>common facility services, including common premises</li> </ul>					

Outcome 3: Operational Service Arrangements for United Nations system-wide results, coordination and coherence						
Outputs	Indicators	2017 Baseline	2018 Milestone	2019 Milestone	2020 Milestone	2021 Target
	<ul style="list-style-type: none"> <li>common LTAs</li> </ul>					
	3.1.4 Percentage of country offices in relevant contexts which have performed joint analysis and planning with UN Country Teams in peace operations <sup>31</sup>					
3.2 UNDP support to integrated SDG delivery	3.2.1 Percentage of country offices providing a country support platform for integrated solutions					
	3.2.2 Percentage of UNDP Country Office hosting non-resident agencies					
	3.2.3 Percentage of UNDS clients satisfied with UNDP provision of operational services					
	3.2.4 UNDP non-core resources received from inter-agency pooled funds: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>Amount</li> <li>Percentage of total UNDP non-core resources</li> </ul>					
	3.2.5 Percentage of total UNDP expenditures from joint programmes <b>[QCPR related]</b>					
	3.2.6 UNCDF: <ul style="list-style-type: none"> <li>Number of LDCs where UNCDF has a strategic country presence</li> <li>Number of joint UNDP-UNCDF programmes/projects</li> </ul>					
	3.2.7 UNV: <ul style="list-style-type: none"> <li>Percentage of UN partners reporting positive contribution of UN Volunteers to their mandate</li> <li>Number of UN partners, engaging UN Volunteers (online and onsite)</li> </ul>					
3.3 UNDP contributes fully to the Resident Coordinator function	3.3.1 Percentage of Resident Coordinators: <b>[QCPR related]</b> <ul style="list-style-type: none"> <li>That are female</li> <li>From programme countries</li> <li>With entity of origin other than UNDP</li> </ul>					
	3.3.2 Total contribution in cash paid by UNDP to the UNDG Resident Coordinator system cost-sharing arrangement <b>[QCPR related]</b>					

<sup>31</sup> Including CDAs, PDNA and RBPA tools

<b>Outcome 3: Operational Service Arrangements for United Nations system-wide results, coordination and coherence</b>						
<b>Outputs</b>	<b>Indicators</b>	<b>2017 Baseline</b>	<b>2018 Milestone</b>	<b>2019 Milestone</b>	<b>2020 Milestone</b>	<b>2021 Target</b>
	3.3.3 UNDP contribution to the backbone of Resident Coordinator system in US\$ million [QCPR related]					

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