**Annex 1**

**UNCDF Integrated Results and Resources Matrix 2014-2017 (Results as of 2017)**

**Part A - Development Effectiveness**

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| **Outcome 1: Financing increased for basic services and inclusive growth/local economic development** |
| **Outcome Indicators:** (access progress against specified outcomes; they help verify that the intended positive change in the development situation has actually taken place) | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target[[1]](#footnote-1)** |
| **Inclusive Finance** |
| 1.a. Total and net change in number of active clients reached by the UNCDF supported FSPs from the baseline, disaggregated by product and sex. |
| Sub-indicator 1. a.1 Total and net change in number of voluntary savers (disaggregated by sex) | 8,927,869 (52% of whom women) | NA | NA |  5,893,826 (net change); 14,821,695 (total); (43.7% women) | 5,306,661 (net change); 20,128,356 (total); (41% women) | 6,400,000(for annual net change); (50% women) | 83% (based on net change); 82% (sex-disaggregation) |
| Sub-indicator 1.a.2 Total and net change in number of active borrowers (disaggregated by sex) | 1,301,827 | NA | NA |  2,748,026 (net change); 4,049,853 (total);(54.4% women) |  1,950,162 (net change); 6,000,015 (total);(51% women) | 1,280,000(for annual net change); (50% women) | 152% (based on net change); 103% (sex disaggregation) |
| Sub-indicator 1.a.3 Total and net change in number of active clients of electronic payments facilitating financial inclusions (disaggregated by sex) | 632,780 | NA | NA | 10,373,514 (net change);11,006,294 (total); (37.2% women) | 6,964,342 (net change);17,970,636 (total); (46.6% women) | 2,585,150(for annual net change); (50% women) | 269% (based on net change); 93% (sex disaggregation) |
| 1.b. Total and net change in US$ value of savings portfolio of UNCDF-supported FSPs | 904,707,994 | NA | NA | 1,090,906,583 (net change);3,011,260,911 (total) | 1,951,805,782 (net change);7,485,186,271 (total) | 585,000,000 (for annual net change) | 334% (based on net change) |
| 1.c. Total and net change in US$ value of loan portfolio of UNCDF-supported FSPs | 1,182,994,892 | NA | NA | 465,911,122 (net change);2,574,497,219 (total)  | 2,406,271,196 (net change);6,517,552,611 (total) | 585,000,000 (for annual net change) | 411% (based on net change) |
| **Local Development Finance**  |
| 1.d Net change in local fiscal space available for local development in sub-national territorial jurisdictions supported by UNCDF (%) |  0  | NA | 43.1%[[2]](#footnote-2) | NA | 75.6% | 100% | 76% |
| 1. e. Number of UNCDF supported countries demonstrating increase in gross fixed capital formation in the UNCDF supported localities[[3]](#footnote-3) | 0  | NA | NA | NA | 75% of sample | 70% increase of sample | 76% |
| **Outputs** (UNCDF 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 UNCDF.) | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target** |
| **Inclusive Finance** |
| **Output 1.1** Improved performance of sustainable, healthy, responsible FSPs leveraging UNCDF funds (to be measured in terms of sustainability, portfolio quality,outreach, responsible provision of financial services) | **Financing for development: effect of UNCDF core funding on resources for inclusive finance** |
| 1.1.1 Total number of FSPs supported  | 74 | NA | NA | 134 | 138 | 100 | 138% |
| 1.1.2 Total volume of UNCDF investments made to FSPs | US$ 16,363,966 | NA | NA | US$ 8,285,566 | US$ 11,520,798 | US$ 15,000,000(annual) | 66%(for 2016 and 2017 combined) |
| 1.1.3 Net change from baseline in US$ value of savings portfolio of UNCDF-supported FSPs leveraged by UNCDF programme contribution | 10:1 | NA | NA | 22:1[[4]](#footnote-4) | 27:1  | 10:1 | 270% |
| **Sustainability: Improvements in FSP profitability/sustainability. Improvements in portfolio quality** |
| 1.1.4 Percentage of FSPs that have audited financial statements | 81% | 90% | 99% | 81% | 86% | 90% | 96% |
| 1.1.5 Percentage of FSPs making progress toward profitability | 73% | 75% | 76% | 65% | 75% | 80% | 94% |
| 1.1.6 Percentage of FSPs meeting portfolio quality targets (PAR 30 days) | 55% | 59% | 62% | 44% | 59% | 80% | 74% |
| **Responsibly-provided services** |
| 1.1.7 Percentage of FSPs that endorse SMART Campaign Client Protection Principles (CPPs) or equivalent | 82% | 74% | 95% | 67% | 71% | 90% | 79% |
| **Local Development Finance**  |
| **Output 1.2**  Improved performance of sustainable, accountable local governments and improved performance of revenue-generating projects. Measured in terms of how UNCDF supports capacity to mobilize, allocate, invest and make accountable resources for effective local development.  | **Improved performance of sustainable, accountable local governments, and improved performance of revenue generating projects. Measured in terms of how UNCDF supports capacity to mobilize resources for effective local development.**  |
| 1.2.1 Total number of district level local governments supported | 1,077 | NA | 1,077 | 854 | 833 | 1,000 | 83% |
| 1.2.2 Total volume of UNCDF investments made to local governments | US$ 8,423,011 | NA | NA | US$ 10,200,874 | US$ 7,695,727 | US$ 15,000,000 (annual target) | 60% (for 2016 and 2017 combined) |
| 1.2.3 Additional public and private investments leveraged by UNCDF programme contribution[[5]](#footnote-5) | 10:1 | NA | NA | 12:1 | 18:1 | 10:1 | 179% |
| **Improved performance of sustainable, accountable local governments, and improved performance of revenue generating projects. Measured in terms of how UNCDF supports capacity to allocate resources for effective local development.**  |
| 1.2.4 Percentage of local governments supported by UNCDF that report maintained or increased capacity on allocation of resources based on Public Expenditure and Financial Accountability (PEFA) standards[[6]](#footnote-6) | 0% | NA | 88.7% | 100% of sample(31% increase/ 69% maintained) | 100% of sample | 75% of sample | 133% |
|  |  PEFA performance indicator (PI)-8: Transparency of inter-governmental fiscal relations at the sub-national level | 0% | NA | 88.7% | 100% of sample(31% increased; 69% maintained) | 100% of sample(33% increased; 67% maintained) | 75% of sample | 133% |
| PEFA PI-12: Multi-year perspective in fiscal planning, expenditure policy and budgeting | 0% | NA | 88.7% | 100% of sample(31% increased; 69% maintained) | 100% of sample (46% increased; 54% maintained) | 75% of sample | 133% |
| PEFA PI-19: Competition, value for money and controls in public procurement | 0% | NA | 88.7% | 100% of sample(31% increased; 69% maintained) | 100% of sample(41% increased; 59% maintained) | 75% of sample | 133% |
| 1.2.5 Number of UNCDF-supported local investments in infrastructure completed, disaggregated by type of infrastructure  | 1,500  | 1,747 | 1,549 | 967 (Education 193; WASH 183; Health 104; Transport 75; Agriculture 56; Commercial 8; Others 307) | 410 (Education 70; WASH 74; Health 53; Transport 74; Commercial 4; Others 131) | 6,350 | 74% |
| **Improved performance of sustainable, accountable local governments, and improved performance of revenue generating projects. Measured in terms of how UNCDF supports capacity to make accountable the resources that are invested in local development.**  |
| 1.2.6 Percentage of local governments supported by UNCDF that report maintained or increased capacity on accountability practices based on PEFA standards[[7]](#footnote-7) | 0 | NA | 83.5% | 100% of sample(31% increase/ 69% maintained) | 100% of sample | 75% of sample | 133% |
| PEFA PI-10: Access to key fiscal information at the sub national level - refers to access of the general public at the location (‘local’ public access) or at least the relevant interest group | 0 | NA | 83.5% | 100% of sample(31% increased; 69% maintained) | 100% of sample(39% increased; 61% maintained) | 75% of sample | 133% |
| PEFA PI-11: Orderliness and participation in the annual budget process | 0 | NA | 83.5% | 100% of sample(31% increased; 69% maintained) | 100% of sample(38% increased; 62% maintained) | 75% of sample | 133% |
| **Outcome 2: Effective financing mechanisms established to increase resilience to economic and environmental shocks** |
| **Outcome Indicators** | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target** |
| **Inclusive Finance** |
| 2.a. Number of new financial products to improve client security, resilience against shocks scaled up by UNCDF supported FSPs  | 0  | 24 | 28 | 30 | 30 | 155 | 72% |
| 2.b. Number of clients served by these new scaled products (disaggregated by sex) |  0  | 1,031,167  |  1,164,259  | 4,765,982 (54% women)  | 4,271,529 (53% women) | 6,400,000 | 176% |
| **Local Development Finance**  |
| 2.c. Volume of non-UNCDF funds channeled through financing systems developed with UNCDF support targeting vulnerability, exclusion, and shocks, disaggregated by thematic areas | NA | NA | NA | NA | US$ 24 million | US$ 18 million | 133% |
| **Outputs**  | **Output Indicators**  | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target** |
| **Inclusive Finance** |
| **Output 2.1** Improved access to and usage of basic financial services as an effective way to reduce vulnerability and shocks  | 2.1.1 Number of new or improved financial products piloted with support of UNCDF |  45  | 38 | 28 | 32 | 63 | 155 | 104% |
| **Local Development Finance**  |
|  **Output 2.2**  Improved access to and usage of public and private local investments as an effective way to reduce vulnerability and shocks | 2.2.1 Volume of funds channeled through new financing systems piloted by local governments with UNCDF support targeting vulnerability, exclusion, and shocks disaggregated by types of thematic areas | US$ 1,562,471 | NA | NA | US$ 3,357,262 | US$ 2,690,293 | US$ 4,500,000 (annual) | 67% (for 2016 and 2017 combined) |
| 2.2.2 Percentage of local governments having integrated the resilience dimension in their planning and budgeting processes |  NA | NA | NA | 68% |  79% of targeted local governments | 80% of targeted local governments | 99% |
| **Outcome 3: Policy environments fostered that enable sustainable financing for development** |
| **Outcome Indicators** | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target** |
| **Inclusive Finance** |
| 3.a Number of national inclusive finance road maps, action plans, national strategies or policy changeNums adopted by host government. | 0 | 5 | 5 | 10 | 9 | 20 | 145% |
| Sub indicator 3.a.1 Percentage of national inclusive finance road maps, action plans, national strategies adopted by host government that address gender issues (%) | NA | NA | NA | 71% | 82% | 100% | 82% |
| **Local Development Finance**  |
| 3. b. Number of national strategies, action plans, policy or regulatory changes for local development finance adopted by host government |  2  | NA | NA | 16(2014-2016) |  14 | 10 | 300% |
| Sub indicator 3.b.1 Percentage of national strategies, action plans, policy or regulatory changes for local development finance adopted by host government that address gender issues (%) | NA | NA | NA | NA | 43% | 50% | 86% |
| **Outputs** | **Output Indicators** | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target** |
| **Inclusive Finance** |
| **Output 3.1**  UNCDF- funded diagnostic tools & advocacy initiatives provide a key contribution to shaping national governments’ agendas on financial inclusion  | 3.1.1 Number of diagnostics on financial inclusion completed (public goods) | 0 | 9 | 24 | 33 | 30 | 35 | 274% |
| Sub-indicator 3.1.1.a Percentage of diagnostics completed that use sex-disaggregated data | NA | 100% | 71% | 79% | 77% | 50% | 154% |
| 3.1.2 Number of commitments to Better than Cash Alliance (BTCA) to transition cash to electronic payments | 4 | 35 | 42 | 55  | 62 | 35 | 177% |
| 3.1.3 Number of capacity building activities completed to strengthen the capacity of financial sector regulators and supervisors, especially to safeguard poor people’s savings | 15 | 38 | 32 | 43 | 143 | 115 | 223% |
| 3.1.4 Number of knowledge products (publications: case studies, data sets, toolkits) that document UNCDF’s learning from programmes | 19 | 56 | 83 | 103 | 121 | 130(annual) | 93% |
| Sub-indicator 3.1.4.a Percentage of these knowledge products that incorporate gender issues | NA | 38% | 24% | 44% | 28% | 50% | 56% |
| **Local Development Finance**  |
| **Output 3.2** UNCDF-funded diagnostic tools/advocacy initiative provide a key contribution to shaping national governments’ agendas in local development finance | 3.2.1 Number of local development diagnostics completed | 2 | 63 | 31 | 39 | 38 | 150 | 114% |
| Sub-indicator 3.2.1.a Percentage of diagnostics completed that use sex-disaggregated data (%) | NA | NA | NA | 23% | 29% | 50% | 58% |
| 3.2.2 Number of LDF national strategies, action plans, or policy/regulatory changes developed with UNCDF support | 27 (2014) | 27 | 34 | 67 | 75 | 80(annual) | 94% |
| 3.2.3Number of people trained (disaggregated by sex) to strengthen capacities of national and local actors (training, advocacy, peer to peer learning) | 6,488(2014) | 6,488 | NA | 45,741 (26% women) | 21,064 (54% women) | 25,000(annual) | 84% |
| 3.2.4 Number of LDF knowledge products published (guidance notes, manuals, handbooks, brochure) | 32(2014) | 32 | 60 | 12 | 25 | 180 | 72% |
| Sub-indicator 3.2.4 a Percentage of these knowledge products that incorporate gender issues | NA | NA | NA | NA | 48% | 50% | 96% |

**Part B - Institutional Effectiveness**

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| **Institutional Effectiveness: UNCDF is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel** |
| **Result Statements** | **Indicators** | **Baseline** **(2013, if not otherwise specified)** | **Actual 2014** | **Actual 2015** | **Actual****2016** | **Actual****2017** | **Cumulative targets** | **Implementation rate against cumulative target** |
| **Output 1.1** Improved quality of programming and accountability for results | **Quality of Programming** |
| 1.1.1 Percentage of programme outcomes that are reported as on-track or achieved | NA | 70% | 75% | 75% | 81% | 90% | 90% |
| **Evaluation and Accountability** |
| 1.1.2 Annual number of results-based evaluations (project, programme and thematic) | 3 | 4 | 2 | 2 | 3 | 13[[8]](#footnote-8) | 85% |
| 1.1.3 Implementation rate of agreed actions in evaluation management responses | 70% | 85.40% | 79% | 80% | 81% | 80% | 101% |
| **Audits** |
| 1.1.4 Percentage of UNCDF’s programme covered by Office and Audit Investigation (OAI)’s audit annually | 40% | 42% | 25% | 46% | 35% | 40% | 88% |
| 1.1.5 Percentage of audits that are unqualified | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 1.1.6 Implementation rate of agreed-upon audit recommendations | 85% | 56% | 56% | 85% | 80%[[9]](#footnote-9) | 100% | 80% |
| **Gender Mainstreaming** |
| 1.1.7 Percentage compliance by UNCDF in at least ‘meeting’ UN System-Wide Action Plan gender reporting requirements across the 15 performance categories | 46% | 40% | 53% | 73% | 80% | 87% | 92% |
| **Output 1.2** Structure of financial resources maximized | **Total Resources Mobilized**  |
| 1.2.1 Levels of core+[[10]](#footnote-10) | 16 million | 14 million *(Total with UNDP: 19m)[[11]](#footnote-11)*  | 12 million*(Total with UNDP: 16m)*   |  9 million*(Total with UNDP: 13m)*   | 10 million*(Total with UNDP: 13m)*   | 86 million | 71% (including UNDP BSB & programme) |
| 1.2.2 Levels of non-core[[12]](#footnote-12) (from development partners) | 35 million | 54m | 36m | 23m | 34m | 280 million | 53% |
| 1.2.3 Levels of non-core[[13]](#footnote-13) (from private and non-governmental sources) | 13 million | 20 m | 10m | 20m | 13m |  20 million | 315% |
| 1.2.4 Percentage of delivery against approved budget | 85% | 76% | 75% | 84% | 80% | 90% | 91% |
| 1.2.5 Optimal mobilisation ratio of non-core resources by core funds for programmes/projects | 3:1 | 5:1 | 4:1 | 5:1 | 5:1 | 4:1 | 125% |
| **Optimised Cost Structure** |
| 1.2.6 Percentage of total UNCDF core expenditures related to management activities (management- efficiency ratio) | 15% | 14% | 10.9% | 10% | 9% | 15% | Achieved |
| 1.2.7 Percentage of total UNCDF expenditure on management activities spent on travel costs | 10% | 2% | 6% | 6% | 6% | 10% | Achieved |
| 1.2.8 Percentage of total core resources going to capital investments (grants, loans, and guarantees) | 30% | 17% | 27% | 5% | 1% | 40% | Underachieved |
| 1.2.9 Percentage of total non-core resources going to capital investments (grants, loans, and guarantees) | 44% | 51% | 46% | 36% | 33% | 50% | Partially achieved |
| **Country Presence**[[14]](#footnote-14) |
| 1.2.10 Total country footprint, of which;[[15]](#footnote-15) | 20 (FI);22 (LD) | NA | NA | 34 (FI); 20 (LD) | 31 (FI); 23 (LD) | 26 (FI);19 (LD) | Achieved |
| 1.2.10.a Number of countries with UNCDF **Programme** presence | 17 (FI);22 (LD) | NA | NA | 11 (FI); 12 (LD) | 9 (FI); 8 (LD) | 10 (FI);12 (LD) | Achieved |
| 1.2.10.b Number of countries with UNCDF **Project** presence | 6 (FI);2 (LD) | NA | NA | 32 (FI);13 (LD) | 30 (FI);19 (LD) | 21 (FI);11 (LD) | Achieved |
| **Output 1.3** Strengthened human resource management to attract, develop and retain a diversified and productive workforce | 1.3.1 Percentage of staff who are female at all levels | 46% | 45% | 49% | 45% | 46% | 50% | 92% |
| 1.3.2 Percentage of staff who are female at P5 and above | 32% | 30% | 36% | 33% | 37% | 50% | 74% |
| **Output 1.4** Improved perception of staff working in UNCDF | 1.4.1 Percentage of staff surveyed who expressed confidence in leadership and direction | 70% | 63% | NA | 58% | NA[[16]](#footnote-16) | 75% | 77% |
| 1.4.2 Percentage of staff surveyed who rate UNCDF favorably on empowerment | 66% | 55% | NA | 54% | NA[[17]](#footnote-17) | 75% | 72% |
| 1.4.3 Percentage of staff surveyed who rate UNCDF favorably on engagement | 67% | 69% | NA | 64% | NA[[18]](#footnote-18) | 75% | 85% |
| **Output 1.5** Stronger corporate positioning based on robust internal policies, rigorous analytical work, active engagement in multi-lateral processes (including post-2015) and effective corporate knowledge management  | 1.5.1 Number of corporate or high-level initiatives (e.g., event, workshop) held in order to influence debate and policy on the basis of UNCDF investment mandate | 7 | 14 | 24 | 29 | 36 | 60 | 172% |
| **Output 1.6** UNCDF’s mandate in the LDCs better understand and more widely- communicated to target audiences based on implementation of its communications plans | 1.6.1 a Number of monthly unique visitors to public external website (cumulative) | 6000 |  73,979  |  99,278  | 107,020  | 151,848 | 151,200 | 100% |
| 1.6.1 b Number of monthly unique visitors to public external website (per month average) | 6000 |  8,392  |  8,273  | 8,918  | 12,654 | 12,600 | 100% |
| 1.6.2 Number of fans, group members or followers on social media websites, disaggregated by account types (Facebook and Twitter) |  200 (twitter); 500 (FB)  |  1,430 (twitter); 94,569 (FB) |  3,100 (twitter); 122,060 (FB)  | 5,200 (twitter); 130,000 (FB); 1,000 (Instagram)   | 7,615 (twitter); 128,620 (FB); 1,650 (Instagram)  | 6,000 (twitter); 156,000 (FB); 600 (Instagram)  | 127% (twitter); 82% (FB); 275% (Instagram)  |
| 1.6.3 Number of links on external websites referring to UNCDF[[19]](#footnote-19) | NA | 17,461 | 22,982 | 10,549 | 10,152 | 15,000 | 408% |
| 1.6.4 Increase in total volume of searches for brand name or related key words.[[20]](#footnote-20) | NA | 39,613 | 53,690 | 49,686 | 44,338 | 18,000  | 246% |
| **Output 1.7** Partnerships strategy implemented with a view to extending the scale and scope of UNCDF’s work | 1.7.1 Number of strategic partnerships effectively managed – and new ones developed leading to contributions to UNCDF core resources | 12 | 15 | 13 | 12 | 13 |  18 (annual) | 72% |
| 1.7.2 Number of strategic partnerships effectively managed – and new ones developed – leading to contributions to UNCDF non-core resources | 25 | 31 | 32 | 33 | 32 |  35(annual)  | 91% |
| 1.7.3 Number of UNCDF Stakeholder Consultations (informal Executive Board sessions) arranged per year | 2 | 1 | 2 |  2  | 5 | 2 (annual) | 250% |

1. Colour schemes for the implementation rate is based on the following: Achieved (Green) = 75-100%; Partially achieved (Yellow) = 50-70%; Underachieved (Red) = < 50% [↑](#footnote-ref-1)
2. The results for 2015 was adjusted to monitor the same sample of local governments that reported both in 2013, 2015, and 2017. The overall results are based on a sample of 70 localities in 9 countries that had comparable reports for all three reporting periods. [↑](#footnote-ref-2)
3. Reporting on this indicator proxies local fixed capital formation with estimations of planned investments in fix capital related sectors, especially from external sources and development partners that have been captured and reported by UNCDF. It has limitation in estimating the full fixed capital of a locality, which should also include investments in fixed capital from the private sector. [↑](#footnote-ref-3)
4. Revised 2016 reported figure to have consistency with the methodology for calculating 2017 figures. The indicator prorates the net change in savings values in the UNCDF-supported FSPs based on the number of new clients that UNCDF directly contributed to against the total number of active clients in the FSPs. [↑](#footnote-ref-4)
5. Due to limited data from local governments, the indicator estimates leveraged resources by comparing UNCDF funds against all non-UNCDF funds supported to a sample number of localities supported by UNCDF. While this calculation does provide a perspective of UNCDF and non-UNCDF funds mobilized by the localities, there are limitations in supporting a direct causal relationship between the funds, which requires a dedicated rigorous analysis. [↑](#footnote-ref-5)
6. This indicator is reported based on a sample survey as stated in DP/2016/14 Annex 2b. The sample consists of 89 local governments from 12 countries supported by UNCDF. [↑](#footnote-ref-6)
7. Ibid. [↑](#footnote-ref-7)
8. Revised and increased target from 6 to 13 to make consistent with target in UNCDF Evaluation Plan 2014-2017. [↑](#footnote-ref-8)
9. The rate reflects the status of management implementation as of April 2018, which is subject to UN Board of Auditors’ review. [↑](#footnote-ref-9)
10. The figures have been marginally revised to be consistent with the audited financial statements reported to the Executive Board. [↑](#footnote-ref-10)
11. Includes UNDP biennial support budget (BSB) and programme support to UNCDF. [↑](#footnote-ref-11)
12. The figures have been marginally revised to be consistent with the audited financial statements reported to the Executive Board. [↑](#footnote-ref-12)
13. Ibid. [↑](#footnote-ref-13)
14. FI = Financial Inclusion; LD = Local Development. The Strategic Framework target is to have country programmes in 40 LDCs. However, the targets were reconfigured to take account of reduced resources as of 2016. [↑](#footnote-ref-14)
15. Changed order and numbering of indicator 1.2.10 and its sub-indicators 1.2.10.a and 1.2.10.b. [↑](#footnote-ref-15)
16. The Global Staff Survey was not conducted for 2017. [↑](#footnote-ref-16)
17. Ibid. [↑](#footnote-ref-17)
18. Ibid. [↑](#footnote-ref-18)
19. Previous years’ figures were revised to make consistent with the methodology for reporting in 2017. [↑](#footnote-ref-19)
20. Ibid. [↑](#footnote-ref-20)