**Annex. UNCDF Integrated Results and Resources Matrix (IRRM) 2018**

**Tier Two: Outcome[[1]](#footnote-1)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Outcome 1: Enhanced inclusive financial markets and local development finance systems that benefit poor and vulnerable populations** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery[[2]](#footnote-2) |
| 1.1 | New or improved financial products a) piloted and b) scaled up by UNCDF-supported FSPs | a) 32  b) 30 | a) 64  b) 45 | a) 47;  b) 37 | ● |
| 1.2 | Active clients reached by UNCDF-supported FSPs disaggregated by products and sex | Total: 16.06m  a) savings: 3.1m (44%)  b) loans: 1.7m (54%)  c) payment: 11m (37%)  d) insurance: 0.26m (35%) | Total: 32.2m  a) 9.1m (41%)  b) 3.0m (42%)  c) 18.4m (32%)  d) 1.2m (31%)  e) remittance: 0.5m (N/A) | Total: 20.05m  a) 3.7m (46%)  b) 2m (50%)  c) 14m (42%)  d) 0.35m (41%) | ● |
| 1.3 | Clients served by financial products developed with UNCDF support, disaggregated by sex | Total: 3.07m  a) savings: 0.96m (67%)  b) loans: 0.85m (56%)  c) payment: 1m (46%)  d) insurance: 0.26m (35%) | Total: 4m  a) 0.6m (59%)  b) 0.4m (66%)  c) 1.9m (41%)  d) 1m (31%)  e) remittance: 0.1m (56%) | Total: 3.65m  a) 1.1m (50%)  b) 0.9m (50%)  c) 1.3m (47%)  d) 0.35m (41%) | ● |
| 1.4 | Implementation rate of national inclusive finance road maps, action plans and national strategies adopted by host government based on UNCDF support | N/A | 9 implemented, 4 institutional arrangements, 2 coordination and evidence base stages (see Appendix) | 11 countries at institutional arrangement or implementation stage. | ● |
| 1.5 | Percentage of targeted countries shifting market development stage in Digital Financial Service (DFS) market systems measured by supply, demand, policy and regulations and ecosystems, disaggregated by market development stage | a) Inception: 3  b) Start-up: 4  c) Expansion: 0  d) Consolidation: 1 | a) 0  b) 3  c) 4  d) 2  (see Appendix) | N/A (target set for 2019) |  |
| 1.6 | Percentage of targeted local governments enhancing local development finance systems measured by areas mobilisation, allocation, investment and transparency | 0 | To be reported in 2019 | N/A (target set for 2019) |  |
| 1.7 | Number of UNCDF-supported localized investments completed and in use, disaggregated by sector | 286 | 294  - Climate: 100  - Youth: 7  - Food/Agri: 44  - Gov/Social: 21  - Health/WASH: 36  - Transport: 60  - Women: 23  - Commerce: 3 | 300 | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Outcome 2: Unlocked public and private finance for the poor** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| 2.1 | Total US$ value of portfolios of UNCDF-supported FSPs disaggregated by product | a) Savings: $473m  b)Loans:  $689m | a) $409m  b) $1,155m | a) $560m  b) $789m | ● |
| 2.2 | Percentage of UNCDF-supported local governments increasing percentage of own resource mobilization | 58% (of sampled local governments) | To be reported in 2019 | N/A (target set for 2019) |  |
| 2.3 | US$ volume of non-UNCDF funds channelled through local, decentralized public and private financing systems supported by UNCDF | $9m | $9.12m | $12m | ● |
| 2.4 | US$ value of non-UNCDF investments mobilized using UNCDF finance mechanisms, disaggregated by type and theme | a) Grant: NA  b) Loans NA  c) Guarantee: NA | $24.1m  a) Grants: $23.2m[[3]](#footnote-3) b) Loan/Guarantee: $0.9m[[4]](#footnote-4) | $14.5m  a) $7.5m  b) $2m  c) $5m | ● |

**Tier Three: Output**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Output 1: UNCDF’s capital tools utilized to provide seed capital and incentivize innovation; de-risk and crowd-in new partners and to demonstrate proof of concept** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| 1.1.1 | US$ volume of UNCDF investments disaggregated by partner, UNCDF finance mechanism, and pipeline origination | Total: $32.7m  a) Grant  - FI: $10.7m ;  - LD: $7.9m  b) TA  - FI: $10.2m;  - LD: $3.7m  c) Loans & Guarantees: $250k | Total: $30.9m  a) Grants:  - FI: $9.3m;  -LD: $5.6m  b) Technical Assist.  - FI: $ 10.4m;  - LD: $2.8m  c) Loans & Guarantees: $2.8m (approved) | Total: $36.7m  a) Grants:  - FI: $10.2m;  - LD: $9.5m  b) TA  - FI: $9.6m;  - LD: $4.4m  c) Loans & Guarantees: $3m | ● |
| 1.1.2 | Performance rate of UNCDF investments disaggregated by finance mechanism | a) Grants: 97%  b) Loan & Guarantees: NA | To be reported in 2019[[5]](#footnote-5) | a) 95%  b) 95% |  |
| 1.1.3 | Number of local blended finance projects that are a) investment-ready, b) received initial offers from an investor and c) reached initial fund disbursement. | a) 20  b) 9  c) 5 | a) 37  b) 24  c) 20 | a) 30  b) 15  c) 10 | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Output 2: Public and private partnerships leveraged and partner’s capacities built to develop inclusive financial markets and local development finance systems** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| 1.2.1 | UNCDF supported partners, disaggregated by partner type | 348  a) FSP: 134  b) LG: 214 | 709  a) FSPs: 89  b) MNO/Fintech: 34  c) SMEs: 105  d) Local Gov: 368  e) other public: 74  f) UN/NGOs: 39 | 505  a) FSPs: 115  b) LG: 390 | ● |
| 1.2.2 | Number of commitments to Better Than Cash Alliance (BTCA) to transition cash to electronic payments, disaggregated by partner type | 55 | 67 | 65 | ● |
| 1.2.3 | Number of countries introducing and/or strengthening inter-governmental fiscal transfer systems to local government as a result of UNCDF support, disaggregated by type including the LoCAL mechanism | 14 (2017)  -LoCAL: 13  -LDF: 1 | 18  - LoCAL: 14  - LDF: 4 | 17  -LoCAL: 15  -LDF: 2 | ● |
| 1.2.4 | Number of people participated in capacity building activities supported by UNCDF, disaggregated by sex and subject areas | a) FinEdu:  16,956 (45%);  LD: 6,391 (26%) | a) 59,484 (84%)  b) 5,681 (43%) | a) 15,500 (46%);  b) 6,500 (32%) | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Output 3: Policy support, diagnostics, data, knowledge and evidence provided to drive policy and regulatory change and changes in investors’ behaviours.** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| 1.3.1 | National governments a) developing and b) adopting upgraded national road maps, action plans and national strategies in areas of financial inclusion based on UNCDF support | a) 22  b) 16 | a) 25  b) 19 | a) 28  b) 20 | ● |
| 1.3.2 | National governments a) developing and b) adopting upgraded local development finance and municipal strategies, action plans, regulations and policies based on UNCDF support | a) 11  b) 2 | a) 10  b) 2 fully adopted; 6 partially adopted | a) 13  b) 3 | ● |
| 1.3.3 | Evidence of the influence of UNCDF knowledge products on decision-makers, thought leaders and peer networks | UNCDF knowledge products informed policies in 20 LDCs and 50% of partners have referred to the knowledge products based on partnership survey of selective programmes. | UNCDF launched flagship report on ‘blended finance’. 73% of partners have referred to the UNCDF-supported knowledge products in policy-making measured by partnership surveys of selective programmes. | N/A (target set for 2019) |  |

**Institutional Effectiveness Indicators**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Institutional Effectives 1: Financing model and capital resources** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| IE1.1 | US$ volume of core resources mobilized (including UNDP contribution) | $12.6m | $13.3m | $25m[[6]](#footnote-6) | ● |
| IE1.2 | US$ volume and percentage of non-core resource mobilized from development partners | $20.6m (43%) | $36.4m (58%) | $14.3m (36%) | ● |
| IE1.3 | US$ volume and percentage of non-core resource mobilized from private and non-governmental sources | $11.3m (24%) | $15.8m (25%) | $13.9m (35%) | ● |
| IE1.4 | US$ volume and percentage of non-core resource received from inter-agency pooled funds | $15.9m (33%) | $10.7m (17%) | $11.4m (29%) | ● |
| IE1.5 | Percentage of delivery against approved budget, disaggregated by practices (FI/LDF) | 83% | Overall: 83%  - LDF: 84%  - FIPA: 83% | 85% | ● |
| IE1.6 | Percentage of total UNCDF expenditure committed to a) management activities and b) management travel costs | a) 10%  b) 0.6% | a) 9%  b) 0.6% | a) 15%  b) 2% | ● |
| IE1.7 | Percentage of total UNCDF expenditure committed to capital investments (e.g. grants, loans, guarantees) | 37% | 25.5% | 35% | ● |
| IE1.8 | Percentage share of core and total country-level programme expenditures (excluding local resources) spent in LDCs | 81% | 85.7% | 80% | ● |
| IE1.9 | Number of times UNCDF had to access its operational reserves | 0 | 0 | 0 | ● |
| IE1.10 | Capital efficiency ratio, which measures the ratio of non-UNCDF investments directly catalysed by UNCDF finance mechanisms against UNCDF investments, disaggregated by type of finance mechanism | a) Grant:  1 to 1.7  b) Loans:  1 to 3  c) Guarantee: NA  d) Domestic Savings:  1 to 7 | a) Grants:  1 to 3.5  b+c) Loans & Guarantees:  1 to 0.6[[7]](#footnote-7)  d) Domestic Savings: 1 to 20 | a) 1 to 1.5  b) 1 to 1  c) 1 to 2.6  d) 1 to 5 | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Institutional Effectiveness 2: Partnerships with public and private stakeholders** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| IE2.1 | Number of partners contributing to UNCDF core resources | 11 | 12 | 12 | ● |
| IE2.2 | Number of partners contributing to UNCDF non-core resources, disaggregated by government and non-government partners | 33 | 37  - Gov: 13  - Others: 24 | 33 | ● |
| IE2.3 | Percentage share of expenditures from UN joint programmes | 37% | 30% | 35% | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Institutional Effectives 3: Management** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| IE3.1 | Annual number of evaluations | 2 | 3[[8]](#footnote-8) | 4 | ● |
| IE3.2 | Implementation rate (%) of agreed actions in evaluation management responses | 80% | 100% | 80% | ● |
| IE3.3 | Percentage of UNCDF evaluations assessed by UNDP Independent Evaluation Office’s external quality assessment which are rated satisfactory or above | 80% (2017) | 100% (2018) | 80% | ● |
| IE3.4 | Percentage of UNCDF programmes annually covered by the audit of Office of Audit and Investigation (OAI)[[9]](#footnote-9) | 35% (2016) | 33% (2017) | 40% | ● |
| IE3.5 | Percentage of audits that are unqualified | 100% | 100% | 100% | ● |
| IE3.6 | Implementation rate of agreed-upon UNBOA audit recommendations within the established deadline | 85% | 100%[[10]](#footnote-10) | 100% | ● |
| IE3.7 | Percentage of UNCDF compliance with UN System-Wide Action Plan (UN-SWAP) on Gender, reported as ‘meeting’ standards or above | N/A | 41%[[11]](#footnote-11) (based on UN-SWAP 2.0) | N/A |  |
| IE3.8 | a) LDC footprint and b) total country footprint of UNCDF as whole and disaggregated by practice | a) 30 LDCs (including 6 thin presence)  b) 39 | a) 31 LDCs (including 4 thin presence)  b) 46  - FIPA: 38  - LDF: 22 | a) 30 (robust presence)  b) 39 | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Institutional Effectives 4: People** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| IE4.1 | Percentage of staff who are female a) at all levels and b) at P4 and above levels | a) 45%  b) 35% | a) 47%  b) 38% | a) 50%  b) 50% | ● |
| IE4.2 | Percentage of staff surveyed who rated UNCDF favourably on Global Staff Survey, disaggregated by sex, in a) empowerment and b) engagement dimensions | a) 54%  b) 64% | a) 65% (m: 69%; f:60%)  b) 80% (m: 83%; f: 77%) | a) 75%  b) 75% | ● |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Institutional Effectives 5: Knowledge, communication, and advocacy** | | | | | |
| # | Indicators | Baseline | 2018 Actual | 2018 Target | Delivery |
| IE5.1 | Number of visitors to public external website | 73,977 | 138,500 | 120,000 | ● |
| IE5.2 | Number of people engaged with UNCDF social media platforms | 136,200 | 167,909 | 160,000 | ● |
| IE5.3 | Contribution to the wider UN system efforts on addressing global agendas including the 2030 Agenda, the Addis Ababa Action Agenda, the Istanbul Programme on Action, the Paris Agreement on climate change, the New Urban Agenda, and QCPR follow-up. | Contributed to the drafting of the New Urban Agenda and the Istanbul Programme of Action. | UNCDF continues to contribute to QCPR follow up and UN reform working hand-in-glove with UNDP and with other UN entities; UNCDF supported the UNSDG Strategic Results Groups on SDG implementation, strategic partnerships, and strategic financing; UNCDF contributed to other inter-agency forums on topics ranging from FfD and to the IPoA. UNCDF arranged and took part in a number of side events during FfD, HLPF, the UN GA, and COP 24. | Contributed to QCPR follow up; FfD Forum (IATF report and SDG11 focus); HLPF (support VNRs, background papers, side events); UNDG efforts on leave no one behind, and around funding and finance; SG report on and follow up to IPoA; MAPS missions as relevant; SG’s financing summit; COP24. | ● |
| IE5.4 | Percentage of annual expenditure accounted for and reported on IATI dashboard | 96% | 94.2% | 100% | ● |

**Appendix:**

**Outcome 1.4. Implementation rate of national inclusive finance road maps, action plans and national strategies adopted by host government based on UNCDF support**

* **Implementation stages for national inclusive finance road map country initiative**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stages** | **Coordination & Evidence Base** | **Institutional Arrangements** | **Implementation** | **Scale-up / Closeout** |
| **Scope of activities** | * Define problem; * Identify stakeholders; * Determine scope and task; * Examine components; * Assess options | * Prepare organization; * Set action plans; * Develop budget | * Monitor progress; * Report progress; * Manage change | * Evaluate performance; * Plan next phase; * Handoff for scale up |
| **Milestones** | * Finscope Survey complete; * Diagnostic complete; * Baseline set | * Institutional arrangements in place with stakeholders; * Road map approved | * Proof of concept (POC) projects underway; * Country M&E implemented | * Scale up resulting from proof of concept projects and policy initiatives |

* **Implementation rates based on stages of UNCDF supported countries**

|  |  |  |  |
| --- | --- | --- | --- |
| **Country** | **Access rate** | **Stage** | **Activities and Milestones** |
| **Benin** | N/A | Coordination & Evidence Base | FinScope Survey complete |
| **Botswana** | 76% | Implementation | SC meetings; Projects underway on Credit & Consumer Protection |
| **Burkina Faso** | 61% | Institutional Arrangements | Strategy, budget, action plan finalized, pending approval by Government |
| **Cambodia** | 71% | Institutional Arrangements | Strategy and action plan pending approval by Government |
| **DR Congo** | 48% | Implementation | POC Project underway with coordination from stakeholders |
| **Lao PDR** | 75% | Institutional Arrangements | SC coordination ongoing; Roadmap not yet approved by Government |
| **Lesotho** | 81% | Implementation | POC Project underway with coordination from stakeholders |
| **Madagascar** | 58% | Implementation | SC meetings; POC Project underway with coordination from stakeholders |
| **Malawi** | 49% | Implementation | SC meetings; POC Project underway with coordination from stakeholders |
| **Myanmar** | 69% | Implementation | FinScope refresh completed; POC Projects underway |
| **Nepal** | 83% | Implementation | POC Project underway with coordination from stakeholders |
| **Swaziland** | 73% | Implementation | POC Project underway; MSME diagnostic completed |
| **Togo** | 60% | Institutional Arrangements | FI Strategy under development aligned to National Development Plan |
| **Vietnam** | N/A | Coordination & Evidence Base | FinScope and Diagnostic underway |
| **Zimbabwe** | 79% | Implementation | POC Project underway with coordination from stakeholders |

**Outcome 1.5. Percentage of targeted countries shifting market development stage in Digital Financial Service (DFS) market systems measured by supply, demand, policy and regulations and ecosystems, disaggregated by market development stage**

* **Market development stages of Digital Financial Service country ecosystems**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stages** | **Inception** | **Start-up** | **Expansion** | **Consolidation** |
| % adults actively using DFS accounts | <1% | 1-10% | 11-35% | <35% |
| # active agents per 100,000 adults | 0-19 | 20-59 | 60-139 | >140 |
| Number of providers offering DFS in the market | No providers | 1-2 providers | 2-5 providers | >5 providers |
| Providers attitudes towards expansion of DFS | DFS business case unproven, limited interest | Convinced of potential and are committed to expansion | Convinced of value proposition to expand service to underserved | Providers continue to expand services to underserved |
| Type of DFS products | No mass market product | Basic 1st generation product; Some high volume payment services | Basic 1st generation products; Some 2nd generation products and high volume payments | Variety of advanced products |
| Type of institutional arrangements for high volume payments | None | “Off-net” transfers and some bilateral agreements | Multilateral agreements | Sector-wide agreements |
| Type of partnerships for delivery DFS | No partnerships, fragmented ecosystem | Early: Providers mostly working separately. Some partnerships for bill payments and transfers. | Middle: Partnerships through payment aggregations and agent networks. eWallet-bank linkages. | Advanced: Shared agent networks, multilateral transfers, inter-operable accounts, partnerships with difference services |
| Type of DFS regulations | No guidelines | Basic guidelines for agent banking, e-money. | Specialized regulations for DFS in agents, KYCs, e-money, consumer protection. | DFS fully integrated into national payment systems with specialized regulations |

* **Progression of DFS Market Development by UNCDF Targeted Country**

|  |  |  |  |
| --- | --- | --- | --- |
| **Countries** | **Baseline** | **2017** | **2018** |
| **Benin** | **MID START-UP** | **MID EXPANSION** | **MID EXPANSION** |
| **Lao** | **EARLY INCEPTION** | **EARLY START UP** | **MID START UP** |
| **Malawi** | **MID INCEPTION** | **MID EXPANSION** | **MID EXPANSION** |
| **Malaysia** | **EARLY CONSOLIDATION** | **EARLY CONSOLIDATION** | **EARLY CONSOLIDATION** |
| **Nepal** | **LATE INCEPTION** | **MID START UP** | **LATE START UP** |
| **Senegal** | **EARLY START-UP** | **MID EXPANSION** | **MID EXPANSION** |
| **Sierra Leone** | **MID START-UP** | **MID START UP** | **MID START UP** |
| **Uganda** | **MID EXPANSION** | **LATE EXPANSION** | **EARLY CONSOLIDATION** |
| **Zambia** | **EARLY START-UP** | **MID EXPANSION** | **LATE EXPANSION** |

1. Tier 1 Impact level results will be reported in 2020 as part of the 2019 annual report as stated in the Strategic Framework 2018-2021, considering the time required for programmatic results to contribute to impact level change. [↑](#footnote-ref-1)
2. Performance rate: ●, achieved (>75%); ●, partially achieved (50-75%); ●, not satisfactory (<50%). [↑](#footnote-ref-2)
3. Includes $14.9m in third-party leverage and $8.3m in private sector partners’ own resource/equity investments. [↑](#footnote-ref-3)
4. This is based on immediate leverage and does not include $4.2 million in expected leverage based on on-going agreements with third-party investors. [↑](#footnote-ref-4)
5. With the roll out of the new generation of UNCDF’s grant, loan and guarantee management tools in 2018, the performance rates of the financial instruments will be available for reporting only in 2019, since the new financial instruments have not yet reached milestones for measurements. For instance, repayments of loans and guarantees will begin in 2019 considering grace period of the agreements. [↑](#footnote-ref-5)
6. The core resource mobilization target is based on of the ideal level of core funds required to maximize the balance of TA to capital investment across the UNCDF portfolio, to optimize flexibility to go where the need and readiness are greatest, to ensure continued innovation in finance solutions for inclusion, and to have strategic presence in at least 40 LDCs. [↑](#footnote-ref-6)
7. The guarantee was provided together with a loan. Therefore, we cannot disaggregate the ratio between loans and guarantees. [↑](#footnote-ref-7)
8. UNCDF completed two evaluations and facilitated a mid-term evaluation of the Better Than Cash Alliance, which secretariat is hosted by UNCDF, at the request of its Executive Committee. [↑](#footnote-ref-8)
9. IE3.4 indicator will be revised in the 2019 report to reflect the modifications of audit plans module as agreed upon with UNDP OAI. [↑](#footnote-ref-9)
10. The rate reflects the status of management implementation as of February 2019, which is subject to UN Board of Auditors’ review. [↑](#footnote-ref-10)
11. Based on UN-SWAP 1.0, UNCDF achieved a compliance rate of over 73% in 2018. The reported percentage reflects UNCDF’s compliance with the new generation of UN-SWAP 2.0 that was launched in 2018. The new standards strengthened requirements for performance indicators in areas of Evaluation, Audit and Coherence and added new indicators on the status of results of gender-related SDGs. In response, UNCDF has developed and approved a new gender strategy, 2018-2021, that details its plan to achieve the UN-SWAP 2.0 requirements. Accordingly, UNCDF will reconfigure its annual targets based on the baseline, which will be presented in the 2019 IRRM report. [↑](#footnote-ref-11)