Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010

Annex I:	Methodology of the report including key data on the eight outcomes selected for in-depth review	2
Annex II:	Development and institutional results framework indicators	6
	(a) Development results framework indicators	6
	(b) UNDP-UNCDF joint programming support indicators	27
	(c) UN coordination results indicators	27
	(d) Management results indicators	34
	(e) Cross-cutting results indicators	37
	(f) South-South cooperation results indicators	41
Annex III:	Revised Development Results Framework and Institutional Results Framework	44
Annex IV:	Provisional 2010 programme expenditure	56
Annex V:	Data responding to Executive Board requests	62
Annex VI:	Overview of the status of implementation of management responses to independent evaluations and list of evaluations conducted during 2010	63
Annex VII:	Sources of information appearing in the midterm review and the annual report	70

Annex I: Methodology of the report including key data on the eight outcomes selected for in-depth review

Background

In its decision 2009/9 the Executive Board extended the UNDP Strategic Plan 2008-2011 by two years to 2013, and also extended the financial framework and relevant global and regional programmes. This decision also articulated the Executive Board's expectation with regards to annual results reporting, such as increased results focus and reporting at outcome level. As evidenced by decision 2010/13, UNDP's annual report was a significant step forward in meeting these expectations by establishing a new methodology and format for results reporting going forward. Furthermore, the Executive Board agreed to a combined midterm review (MTR) and annual report to be submitted to the annual session in 2011. UNDP organized a series of informal consultations on each of the four focus areas in advance of the first regular session in 2011, which provided an opportunity to reflect on initial findings of the midterm analysis with stakeholders. An additional series of informal consultations on the approach for the MTR, lessons learned, and the changes to the Development Results Framework and the Institutional Results Framework were held from January 2011 onwards.

Concurrent with the midterm review of the Strategic Plan, UNDP is engaging in review processes of the Global Programme, the Programming Arrangements, and the harmonized approach to results-based budgeting in view of the new Integrated Budget for 2014. A large number of new Country Programme Documents are being submitted to the Executive Board for approval in 2011, which allows for stronger quality assurance measures on outcome-level planning and measurement particularly at the country programme level. Together with the outcomes of the MTR itself, these review processes buttressed by the organisation's change agenda all contribute to the stronger positioning of UNDP in time for the next Strategic Plan starting in 2014. The General Assembly will also provide guidance through the Quadrennial Comprehensive Policy Review, which is expected to take place in 2012.

Scope

During the 3 years under review major shifts have taken place that serve as a backdrop to UNDP's ability to deliver results. These include the financial, food and fuel crises; the increasing prominence of climate change issues; and the MDG Summit leading *inter alia* to an increased focus on achieving goals in the final years leading up to 2015. The MTR provides an opportunity to review UNDP's performance and to propose improvements, measures for which will be implemented within the remaining three years of the current Strategic Plan, in preparation for the next Strategic Plan.

Specifically, the MTR reflects Executive Board decisions calling for:

- a review of the results framework, including re-setting indicators where needed to account for the additional two years of the SP period
- further improvement on results communication
- the integration of cross-cutting issues (gender, capacity development) throughout the report
- the addition of concrete steps to address identified challenges

With regards to the Institutional Results Framework, the introduction of the *harmonized results based budget* approach allows for realignment and regrouping of institutional results in such a way that they fully support the introduction of the integrated budget. All UN coordination, cross-cutting, and management results and indicators have been updated to account for the two year extension based on the new format, which also includes the new *development effectiveness* category.

Part 2 of the report includes a section dedicated to annual statutory results reporting following the same approach adopted for last year's report. This section presents UNDP's contribution to results against eight corporate outcomes in complementary areas of governance, poverty, and crisis prevention and recovery (see Table 1 below) and highlights outcome-level results that culminated during 2010. Updates on coordination and management results, as well as financial overviews across all outcomes, are included as in prior years, together with aggregate practice level analysis for areas not covered through in-depth reporting.

Table 1: Outcomes selected for in-depth reporting

		LDCs			Total		
Focus Area	**Corporate Outcome**	**Number of LDC countries supported**	**LDC provisional expenditures 2010 ($ thousands)**	**LDC expenditure as % of total for outcome**	**Total number of countries supported**	**Total provisional expenditures 2010 ($ thousands)**	**Total expenditure as % of total UNDP 2010 expenditure**
MDG/ Poverty	1.1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities	27	$150,557	34%	83	$448,187	9.3%
MDG/ Poverty	1.7. Enhanced national capacities to integrate into the global economic system and to compete internationally, consistent with the achievement of the MDGs and other internationally agreed development goals.	3	$10,725	28%	20	$38,384	0.8%
MDG/ Poverty	1.9. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes	2	$3,138	2%	7	$128,803	2.7%
Governance	2.1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	9	$27,923	41%	25	$68,468	1.4%
Governance	2.4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	32	$150,681	36%	83	$418,917	8.7%
Governance	2.9. Strengthened national-, regional- and local-level capacity to implement anti-corruption activities	1	$1,409	8%	7	$17,018	0.4%
Crisis Prevention & Recovery	3.5. *Disaster:* Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	0	$0	0%	5	$20,455	0.4%
Crisis Prevention & Recovery	3.6. *Conflict*: Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict	8	$575,671	99%	13	$584,245	12.2%
TOTAL		**42**	**$920,104**		**120**	**$1,724,477**	**35.9%**

Approach

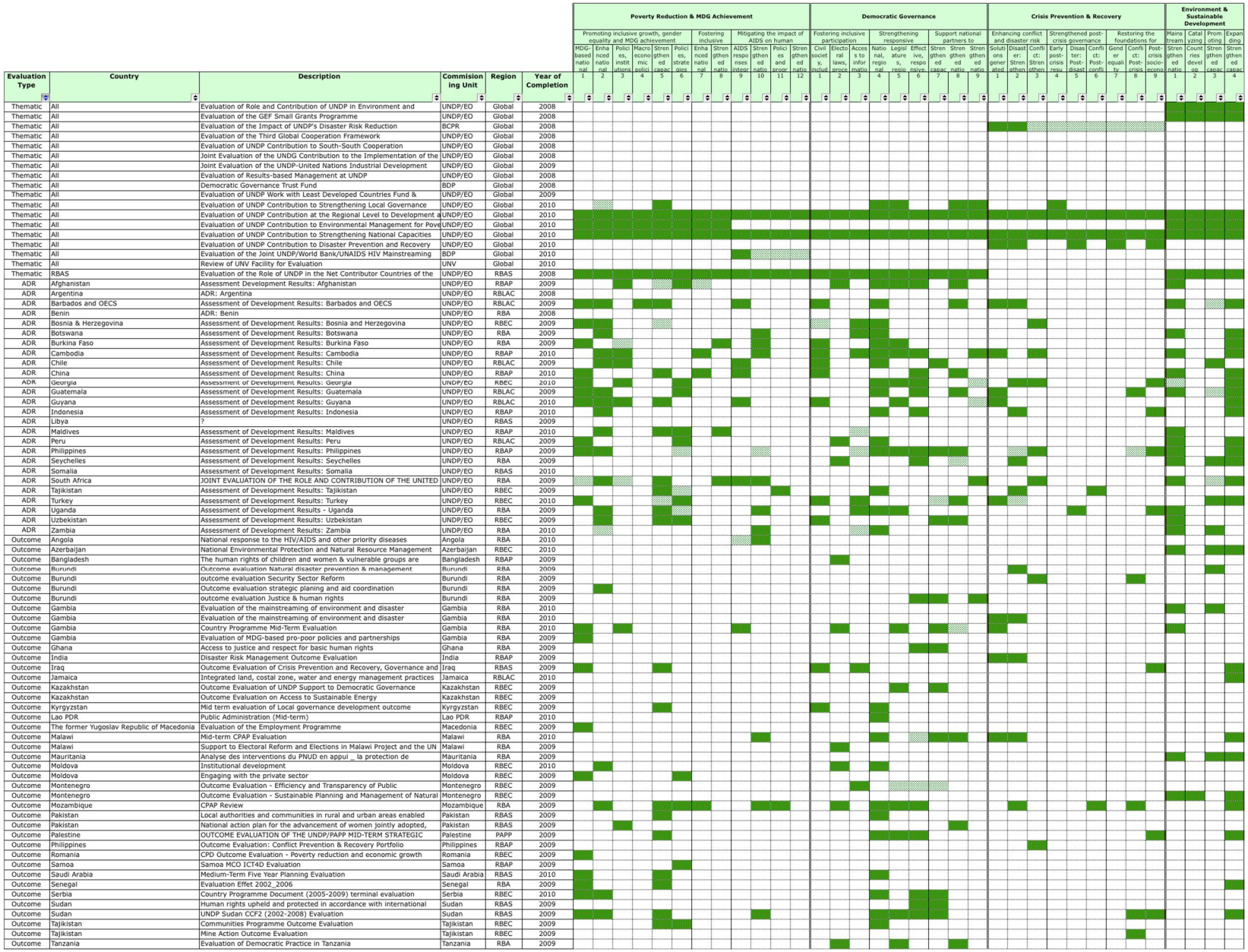
The MTR presents an analysis of UNDP's performance from three perspectives:

- independent evaluative evidence
- UNDP self-reporting, including demand and expenditure trend data
- perception surveys and assessments of partners

For the analysis of evaluative evidence, data was obtained from thematic evaluations (from 2008 onwards), outcome evaluations (from 2009 onwards), and Assessments of Development Results (from 2009 onwards). Figure 1 illustrates a subset of these evaluations mapped to relevant corporate outcomes; this matrix was used to identify appropriate evaluations to be reviewed for analysis of focus areas and selected in-depth outcomes. UNDP self-reporting evidence was derived from regional and country-level Results-oriented Annual Reports (ROARs) covering 2008, 2009 and 2010. The results of the UNDP Partnership Survey and relevant external assessments from 2008-2010 were reviewed and analyzed along with the findings of evaluations and self-reporting.

The approach to the analysis of independent, self-reported, and partner-based evaluative evidence included both qualitative and quantitative aspects. Findings were interpreted and contextualized within each focus area and for selected in-depth outcomes. Evidence from the three perspectives was compared to identify and analyze similarities and differences, and present overall performance of UNDP towards outcome level results. Emphasis was placed on finding specific identification of UNDP contributions to results; what contributions UNDP made, and how well the contributions supported the achievement of results. In addition, comparable UNDP contributions were sought from evaluative evidence, self-reporting, and partner surveys to identify supporting evidence of effective (or ineffective) approaches by UNDP in contributing to results achievement. Additional information on using evaluations to learn organizational lessons is presented below under Indicator 3.

Figure 1: Table of evaluative evidence reviewed for analysis, mapped to corporate outcomes



Evaluation Type	Country	Description	Commissioning Unit	Region	Year of Completion	Poverty Reduction & MDG Achievement: Promoting inclusive growth, gender equality and MDG achievement: MDG-based national (1)	Enhanced national (2)	Policies, institutions (3)	Macroeconomic policies (4)	Strengthened capacities (5)	Policies, strategies (6)	Fostering inclusive: Enhanced national (7)	Strengthened national (8)	Mitigating the impact of AIDS on human: AIDS responses integrated (9)	Strengthened national (10)	Policies and programmes (11)	Strengthened national (12)	Democratic Governance: Fostering inclusive participation: Civil society, including (1)	Electoral laws, processes (2)	Access to information (3)	Strengthening responsive: National, regional (4)	Legislatures, regional (5)	Effective, responsive (6)	Support national partners to: Strengthened capacities (7)	Strengthened national (8)	Strengthened national (9)	Crisis Prevention & Recovery: Enhancing conflict and disaster risk: Solutions generated (1)	Disaster: Strengthened (2)	Conflict: Strengthened (3)	Strengthened crisis governance: Early post-crisis (4)	Disaster: Post-disaster (5)	Conflict: Post-conflict (6)	Restoring the foundations for: Gender equality (7)	Conflict: Post-crisis (8)	Post-crisis socio-economic (9)	Environment & Sustainable Development: Mainstreaming (1)	Catalyzing (2)	Promoting (3)	Expanding (4)
Thematic	All	Evaluation of Role and Contribution of UNDP in Environment and	UNDP/EO	Global	2008																																
Thematic	All	Evaluation of the GEF Small Grants Programme	UNDP/EO	Global	2008																																
Thematic	All	Evaluation of the Impact of UNDP's Disaster Risk Reduction	BCPR	Global	2008																																
Thematic	All	Evaluation of the Third Global Cooperation Framework	UNDP/EO	Global	2008																																
Thematic	All	Evaluation of UNDP Contribution to South-South Cooperation	UNDP/EO	Global	2008																																
Thematic	All	Joint Evaluation of the UNDG Contribution to the Implementation of the	UNDP/EO	Global	2008																																
Thematic	All	Joint Evaluation of the UNDP-United Nations Industrial Development	UNDP/EO	Global	2009																																
Thematic	All	Evaluation of Results-based Management at UNDP	UNDP/EO	Global	2008																																
Thematic	All	Democratic Governance Trust Fund	BDP	Global	2008																																
Thematic	All	Evaluation of UNDP Work with Least Developed Countries Fund &	UNDP/EO	Global	2009																																
Thematic	All	Evaluation of UNDP Contribution to Strengthening Local Governance	UNDP/EO	Global	2010																																
Thematic	All	Evaluation of UNDP Contribution at the Regional Level to Development a	UNDP/EO	Global	2010																																
Thematic	All	Evaluation of UNDP Contribution to Environmental Management for Pove	UNDP/EO	Global	2010																																
Thematic	All	Evaluation of UNDP Contribution to Strengthening National Capacities	UNDP/EO	Global	2010																																
Thematic	All	Evaluation of UNDP Contribution to Disaster Prevention and Recovery	UNDP/EO	Global	2010																																
Thematic	All	Evaluation of the Joint UNDP/World Bank/UNAIDS HIV Mainstreaming	BDP	Global	2010																																
Thematic	All	Review of UNV Facility for Evaluation	UNV	Global	2010																																
Thematic	RBAS	Evaluation of the Role of UNDP in the Net Contributor Countries of the	UNDP/EO	RBAS	2008																																
ADR	Afghanistan	Assessment Development Results: Afghanistan	UNDP/EO	RBAP	2009																																
ADR	Argentina	ADR: Argentina	UNDP/EO	RBLAC	2008																																
ADR	Barbados and OECS	Assessment of Development Results: Barbados and OECS	UNDP/EO	RBLAC	2009																																
ADR	Benin	ADR: Benin	UNDP/EO	RBA	2008																																
ADR	Bosnia & Herzegovina	Assessment of Development Results: Bosnia and Herzegovina	UNDP/EO	RBEC	2009																																
ADR	Botswana	Assessment of Development Results: Botswana	UNDP/EO	RBA	2009																																
ADR	Burkina Faso	Assessment of Development Results: Burkina Faso	UNDP/EO	RBA	2009																																
ADR	Cambodia	Assessment of Development Results: Cambodia	UNDP/EO	RBAP	2010																																
ADR	Chile	Assessment of Development Results: Chile	UNDP/EO	RBLAC	2009																																
ADR	China	Assessment of Development Results: China	UNDP/EO	RBAP	2010																																
ADR	Georgia	Assessment of Development Results: Georgia	UNDP/EO	RBEC	2010																																
ADR	Guatemala	Assessment of Development Results: Guatemala	UNDP/EO	RBLAC	2009																																
ADR	Guyana	Assessment of Development Results: Guyana	UNDP/EO	RBLAC	2010																																
ADR	Indonesia	Assessment of Development Results: Indonesia	UNDP/EO	RBAP	2010																																
ADR	Libya	?	UNDP/EO	RBAS	2009																																
ADR	Maldives	Assessment of Development Results: Maldives	UNDP/EO	RBAP	2010																																
ADR	Peru	Assessment of Development Results: Peru	UNDP/EO	RBLAC	2009																																
ADR	Philippines	Assessment of Development Results: Philippines	UNDP/EO	RBAP	2009																																
ADR	Seychelles	Assessment of Development Results: Seychelles	UNDP/EO	RBA	2009																																
ADR	Somalia	Assessment of Development Results: Somalia	UNDP/EO	RBAS	2010																																
ADR	South Africa	JOINT EVALUATION OF THE ROLE AND CONTRIBUTION OF THE UNITED	UNDP/EO	RBA	2009																																
ADR	Tajikistan	Assessment of Development Results: Tajikistan	UNDP/EO	RBEC	2009																																
ADR	Turkey	Assessment of Development Results: Turkey	UNDP/EO	RBEC	2010																																
ADR	Uganda	Assessment of Development Results - Uganda	UNDP/EO	RBA	2009																																
ADR	Uzbekistan	Assessment of Development Results: Uzbekistan	UNDP/EO	RBEC	2009																																
ADR	Zambia	Assessment of Development Results: Zambia	UNDP/EO	RBA	2010																																
Outcome	Angola	National response to the HIV/AIDS and other priority diseases	Angola	RBA	2010																																
Outcome	Azerbaijan	National Environmental Protection and Natural Resource Management	Azerbaijan	RBEC	2010																																
Outcome	Bangladesh	The human rights of children and women & vulnerable groups are	Bangladesh	RBAP	2009																																
Outcome	Burundi	Outcome evaluation Natural disaster prevention & management	Burundi	RBA	2009																																
Outcome	Burundi	outcome evaluation Security Sector Reform	Burundi	RBA	2009																																
Outcome	Burundi	Outcome evaluation strategic planing and aid coordination	Burundi	RBA	2009																																
Outcome	Burundi	outcome evaluation Justice & human rights	Burundi	RBA	2009																																
Outcome	Gambia	Evaluation of the mainstreaming of environment and disaster	Gambia	RBA	2010																																
Outcome	Gambia	Evaluation of the mainstreaming of environment and disaster	Gambia	RBA	2010																																
Outcome	Gambia	Country Programme Mid-Term Evaluation	Gambia	RBA	2010																																
Outcome	Gambia	Evaluation of MDG-based pro-poor policies and partnerships	Gambia	RBA	2009																																
Outcome	Ghana	Access to justice and respect for basic human rights	Ghana	RBA	2009																																
Outcome	India	Disaster Risk Management Outcome Evaluation	India	RBAP	2009																																
Outcome	Iraq	Outcome Evaluation of Crisis Prevention and Recovery, Governance and	Iraq	RBAS	2009																																
Outcome	Jamaica	Integrated land, costal zone, water and energy management practices	Jamaica	RBLAC	2010																																
Outcome	Kazakhstan	Outcome Evaluation of UNDP Support to Democratic Governance	Kazakhstan	RBEC	2009																																
Outcome	Kazakhstan	Outcome Evaluation on Access to Sustainable Energy	Kazakhstan	RBEC	2009																																
Outcome	Kyrgyzstan	Mid term evaluation of Local governance development outcome	Kyrgyzstan	RBEC	2009																																
Outcome	Lao PDR	Public Administration (Mid-term)	Lao PDR	RBAP	2010																																
Outcome	The former Yugoslav Republic of Macedonia	Evaluation of the Employment Programme	Macedonia	RBEC	2009																																
Outcome	Malawi	Mid-term CPAP Evaluation	Malawi	RBA	2010																																
Outcome	Malawi	Support to Electoral Reform and Elections in Malawi Project and the UN	Malawi	RBA	2009																																
Outcome	Mauritania	Analyse des interventions du PNUD en appui _ la protection de	Mauritania	RBA	2009																																
Outcome	Moldova	Institutional development	Moldova	RBEC	2010																																
Outcome	Moldova	Engaging with the private sector	Moldova	RBEC	2009																																
Outcome	Montenegro	Outcome Evaluation - Efficiency and Transparency of Public	Montenegro	RBEC	2009																																
Outcome	Montenegro	Outcome Evaluation - Sustainable Planning and Management of Natural	Montenegro	RBEC	2009																																
Outcome	Mozambique	CPAP Review	Mozambique	RBA	2009																																
Outcome	Pakistan	Local authorities and communities in rural and urban areas enabled	Pakistan	RBAS	2009																																
Outcome	Pakistan	National action plan for the advancement of women jointly adopted,	Pakistan	RBAS	2009																																
Outcome	Palestine	OUTCOME EVALUATION OF THE UNDP/PAPP MID-TERM STRATEGIC	Palestine	PAPP	2009																																
Outcome	Philippines	Outcome Evaluation: Conflict Prevention & Recovery Portfolio	Philippines	RBAP	2009																																
Outcome	Romania	CPD Outcome Evaluation - Poverty reduction and economic growth	Romania	RBEC	2009																																
Outcome	Samoa	Samoa MCO ICT4D Evaluation	Samoa	RBAP	2009																																
Outcome	Saudi Arabia	Medium-Term Five Year Planning Evaluation	Saudi Arabia	RBAS	2010																																
Outcome	Senegal	Evaluation Effet 2002_2006	Senegal	RBA	2009																																
Outcome	Serbia	Country Programme Document (2005-2009) terminal evaluation	Serbia	RBEC	2010																																
Outcome	Sudan	Human rights upheld and protected in accordance with international	Sudan	RBAS	2009																																
Outcome	Sudan	UNDP Sudan CCF2 (2002-2008) Evaluation	Sudan	RBAS	2009																																
Outcome	Tajikistan	Communities Programme Outcome Evaluation	Tajikistan	RBEC	2009																																
Outcome	Tajikistan	Mine Action Outcome Evaluation	Tajikistan	RBEC	2009																																
Outcome	Tanzania	Evaluation of Democratic Practice in Tanzania	Tanzania	RBA	2009																																

Annex II: Development and institutional results framework indicators

(a) Development Results Framework Indicators

i. Indicator 1

Table 2: Number of Programme Countries Requesting and Receiving UNDP Support in 2010[1].

Goal/Outcome	Programme countries requesting and receiving UNDP support			
	Number of programme countries[2]	Percent of total programme countries[3]	Number of LDCs only	Percent of total LDCs[4]
Goal 1: Achieving the MDGs and reducing human poverty				
Promoting inclusive growth, gender equality and MDG achievement				
1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities	77	55%	27	54%
2. Enhanced national and local capacities to plan, monitor, report and evaluate the MDGs and related national development priorities, including within resource frameworks	52	37%	22	44%
3. Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented	8	6%	0	0%
4. Macroeconomic policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs	9	6%	3	6%
5. Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs	21	15%	10	20%
6. Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services	36	26%	11	22%

[1] This table reflects demand and support for strategic plan outcomes as reported through UNDP's results-based management platform. Any differences between the figures in this table and those provided elsewhere are due to two main factors: (a) this table only includes results reported at country level, whereas other sections in this report may also include activity in global and regional programmes; and (b) cross-reporting of programme activities wherein the tables show only those countries reporting against one outcome area whereas analysis in the body of the report may include results cutting across focus areas.

[2] Sub-totals and totals for number of programme countries supporting outcomes are adjusted to avoid double counting of programme countries supporting more than one outcome.

[3] Total number of programme countries plus Programme for Assistance to the Palestinian People (PAPP) is 139.

[4] Total number of LDCs in 2010 is 50, as defined by the UN Office of the High Representative for LDCs, Landlocked Developing Countries, and Small Island Developing States.

Goal/Outcome	Programme countries requesting and receiving UNDP support			
	Number of programme countries[2]	Percent of total programme countries[3]	Number of LDCs only	Percent of total LDCs[4]
Unit-defined outcomes[5]	5	4%	1	2%
Sub-total	**125**	**90%**	**42**	**84%**
Fostering inclusive globalization				
7. Enhanced national capacities to integrate into the global economic system and to compete internationally, consistent with the achievement of the MDGs and other internationally agreed development goals	14	10%	3	6%
8. Strengthened national capacities to negotiate and manage development finance, including aid and debt, consistent with the achievement of the MDGs and other internationally agreed development goals	1	1%	1	2%
Unit-defined outcomes	0	0%	0	0%
Sub-total	**14**	**10%**	**3**	**6%**
Mitigating the impact of HIV/AIDS on human development				
9. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes	5	4%	2	4%
10. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes	23	17%	14	28%
11. Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls	3	2%	1	2%
12. Strengthened national capacities for implementation of AIDS funds and programmes financed through multilateral funding initiatives, including the Global Fund to fight AIDS, Tuberculosis, and Malaria	14	10%	9	18%
Unit-defined outcomes	0	0%	0	0%
Sub-total	**44**	**32%**	**25**	**50%**
Goal 1 unit-defined key results	2	1%	2	4%
Goal 1 unaligned key results	0	0%	0	0%
Goal 1 total	**130**	**94%**	**45**	**90%**

[5] Unit-defined outcomes and unit-defined key results are outcomes and areas of support defined by country offices to meet specific programme country demands for UNDP support, in line with the Strategic Plan (para. 11), which states that the list of outcomes in the development results framework "is not intended to be exhaustive or prescriptive."

Goal/Outcome	Programme countries requesting and receiving UNDP support			
	Number of programme countries	Percent of total programme countries	Number of LDCs only	Percent of total LDCs
Goal 2: Fostering democratic governance				
Fostering inclusive participation				
1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	20	14%	8	16%
2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	21	15%	11	22%
3. Access to information policies support accountability and transparency	9	6%	2	4%
Unit-defined outcomes	6	4%	1	2%
Sub-total	**54**	**39%**	**21**	**42%**
Strengthening responsive governing institutions				
4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	79	57%	33	66%
5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	19	14%	11	22%
6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.	30	22%	14	28%
Unit-defined outcomes	8	6%	1	2%
Sub-total	**104**	**75%**	**41**	**82%**
Support national partners to implement democratic governance grounded in human rights, gender equality and anti-corruption				
7. Strengthened capacities of national human rights institutions	30	22%	12	24%
8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions	27	19%	14	28%
9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives	6	4%	1	2%
Unit-defined outcomes	5	4%	1	2%
Sub-total	**60**	**43%**	**22**	**44%**
Goal 2 unit-defined key results	10	7%	3	6%
Goal 2 unaligned key results	0	0%	0	0%
Goal 2 total	**123**	**88%**	**45**	**90%**

Goal/Outcome	Programme countries requesting and receiving UNDP support			
	Number of programme countries	Percent of total programme countries	Number of LDCs only	Percent of total LDCs
Goal 3: Supporting crisis prevention and recovery				
Enhancing conflict and disaster risk management capabilities				
1. Solutions generated for natural disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e., UN, other international organizations, bilateral partners)	19	14%	6	12%
2. *Disaster:* Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of the systemic shocks from natural hazards	34	24%	13	26%
3. *Conflict:* Strengthened national capacities, with participation of women, to prevent, mitigate and cope with impact of violent conflict	8	6%	2	4%
Unit-defined outcomes	1	1%	0	0%
Sub-total	**59**	**42%**	**21**	**42%**
Strengthened post-crisis governance functions				
4. Early post-crisis resumption of local governance functions	0	0%	0	0%
5. *Disaster:* Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	5	4%	0	0%
6. *Conflict:* Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict	12	9%	8	16%
Unit-defined outcomes	1	1%	0	0%
Sub-total	**17**	**12%**	**8**	**16%**
Restoring the foundations for development				
7. Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations	1	1%	0	0%
8. *Conflict:* Post-crisis community security and cohesion restored	8	6%	4	8%
9. Post-crisis socio-economic infrastructure restored, employment generated, economy revived; affected groups returned/reintegrated	16	12%	7	14%
Unit-defined outcomes	3	2%	3	6%
Sub-total	**22**	**16%**	**11**	**22%**
Goal 3 unit-defined key results	2	1%	1	2%
Goal 3 unaligned key results	0	0%	0	0%
Goal 3 total	**82**	**59%**	**33**	**66%**

Goal/Outcome	Programme countries requesting and receiving UNDP support			
	Number of programme countries	Percent of total programme countries	Number of LDCs only	Percent of total LDCs
Goal 4: Managing energy and the environment for sustainable development				
Mainstreaming environment and energy				
1. Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems	87	63%	22	44%
Unit-defined outcomes	2	1%	0	0%
Sub-total	**89**	**64%**	**22**	**44%**
Catalyzing environmental finance				
2. Countries develop and use market mechanisms to support environmental management	3	2%	1	2%
Unit-defined outcomes	2	1%	0	0%
Sub-total	**5**	**4%**	**1**	**2%**
Promoting climate change adaptation				
3. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans	25	18%	6	12%
Unit-defined outcomes	1	1%	0	0%
Sub-total	**26**	**19%**	**6**	**12%**
Expanding access to environmental and energy services for the poor				
4. Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor	25	18%	12	24%
Unit-defined outcomes	1	1%	0	0%
Sub-total	**26**	**19%**	**12**	**24%**
Goal 4 unit-defined key results	10	7%	3	6%
Goal 4 unaligned key results	0	0%	0	0%
Goal 4 total	**121**	**87%**	**39**	**78%**

Figure 2: Number and Percentage of Programme Countries Requesting and Receiving UNDP Support from 2008 to 2010, by Focus Area

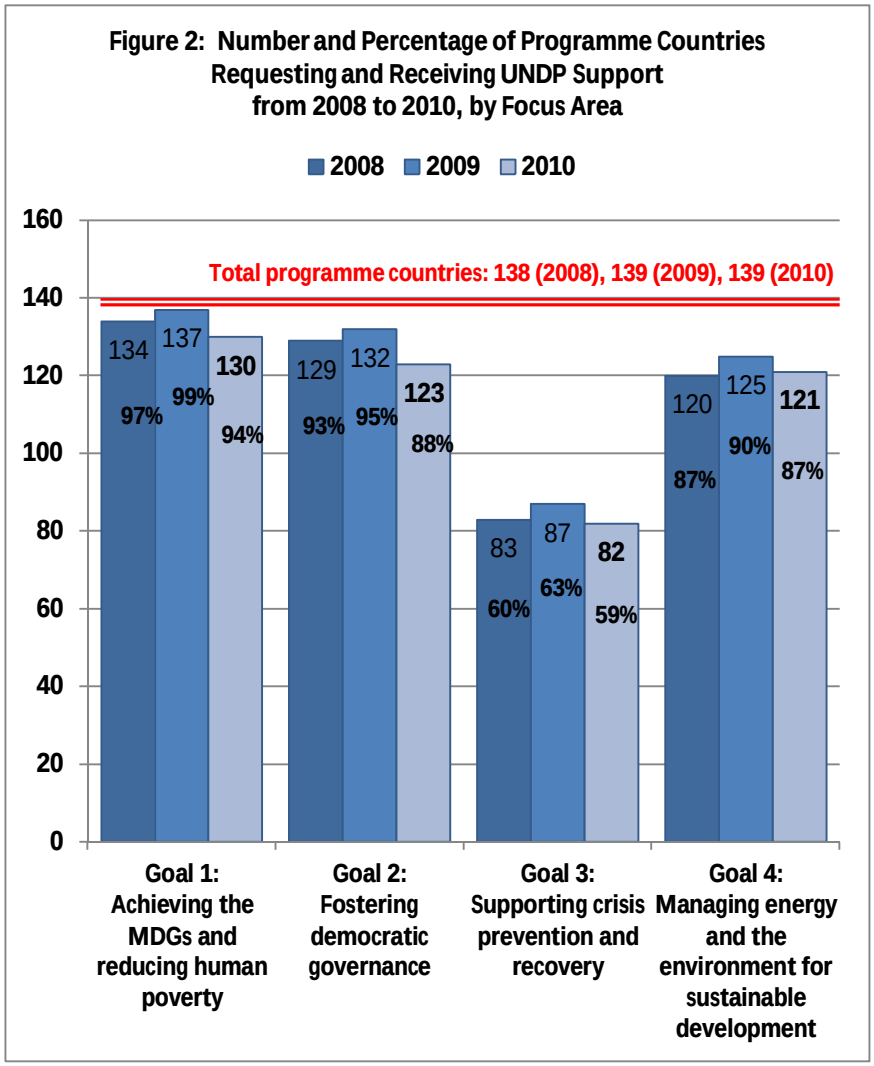


Figure 3: Number and Percentage of LDC Programme Countries Requesting and Receiving UNDP Support from 2008 to 2010, by Focus Area

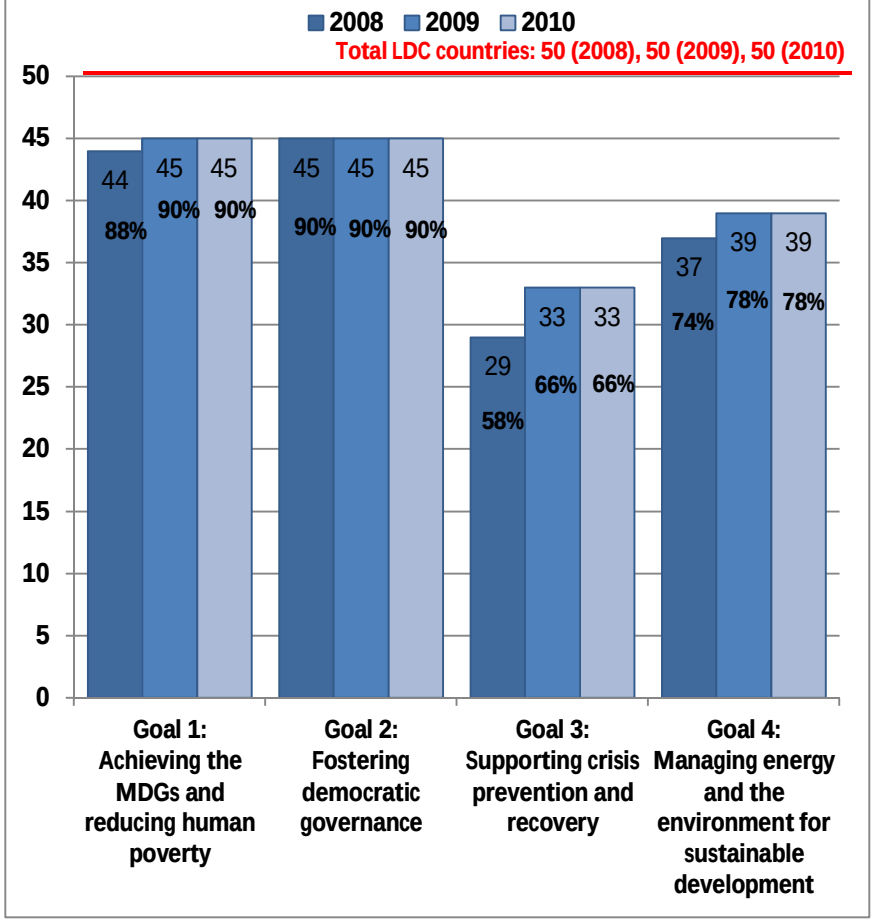
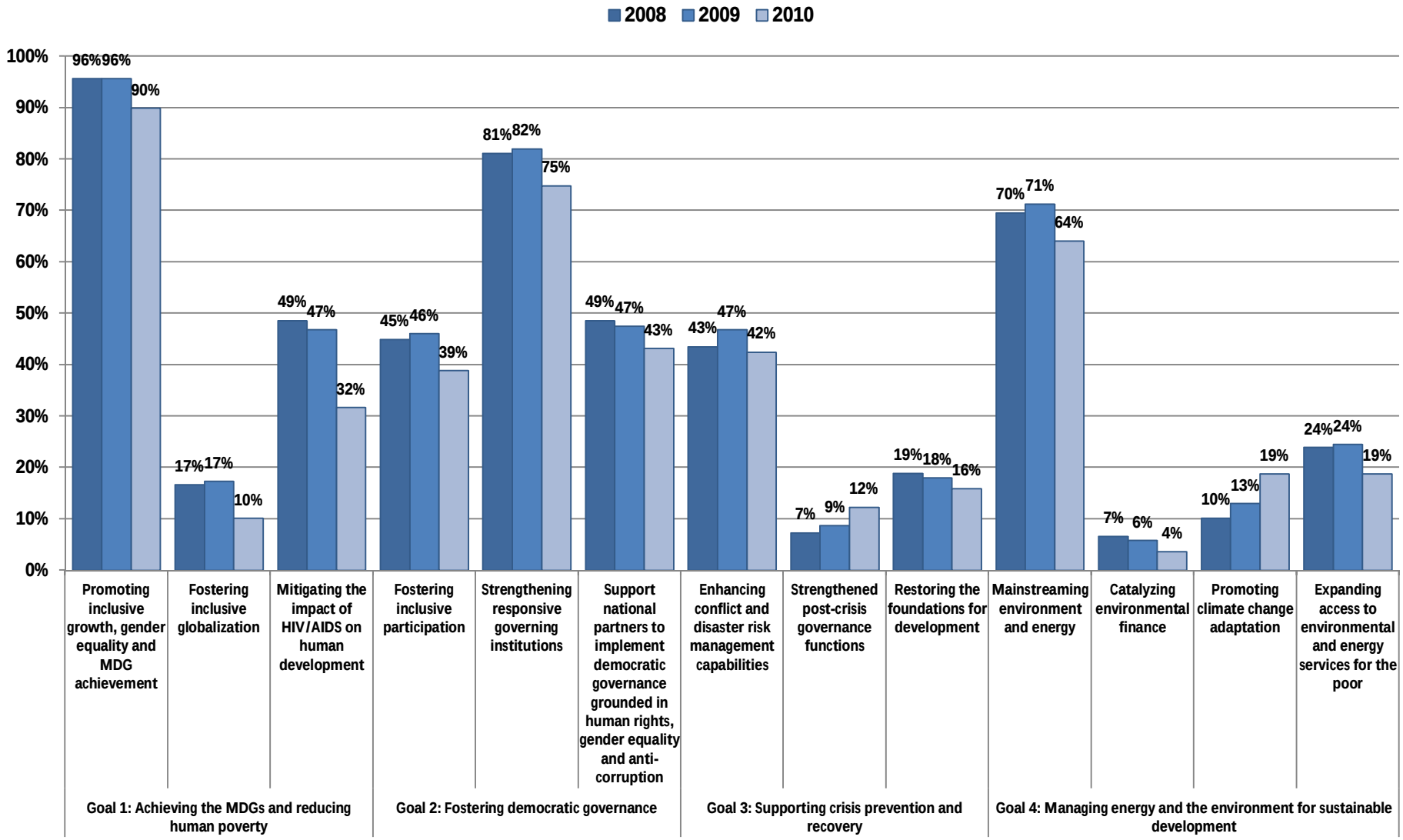


Figure 4: Percentage of Programme Countries Requesting and Receiving Support from 2008 to 2010, by Key Result Area



ii. Indicator 2

In the third year of the implementation of the Strategic Plan 2008-2013, national demand and response by UNDP shows an overall 10.5% increase when measured by programme expenditures, from 2008 to 2010. UNDP contributions also reflect a relatively consistent demand over time in terms of distribution across the four focus areas, after taking into consideration implementation of the new Afghanistan country programme 2010-2013 which shifted reporting from the democratic governance to the crisis prevention and recovery focus area. In 2010, eight outcomes account for just over 50 percent of UNDP expenditures at the country level, demonstrating the organization's focus within the Strategic Plan. Annex IV contains a detailed presentation of expenditure figures by corporate outcomes.

Alignment of Country Expenditure Patterns to Corporate Outcomes

In 2010 UNDP conducted an in-depth analysis of demand and expenditure figures, in order to examine the substantive profiles that emerged from responding to national priorities in different development contexts. Through this analysis, an even tighter focus for UNDP cooperation became clear: in 2010, 49 percent of UNDP programming expenditure at country level occurred in countries affected by either protracted conflict or major natural disasters, most of which are also categorized as least developed. Demand for UNDP cooperation in this type of development context is very specific, such that only 4 outcomes account for the majority (defined as "at least 50 percent") of expenditures, and relate to immediate restoration of government capacity and electoral legitimacy. By contrast, UNDP support in the remaining least developed countries – those not facing natural or man-made crisis in 2010 - requires a slightly more varied, albeit still concise, substantive profile in terms of UNDP response to national demand, such that expenditures in 8 outcomes were needed in order to reach the majority delivery. These outcomes reflect the larger set of development challenges countries designated as LDCs face, such as high levels of extreme poverty, structural economic weaknesses, and vulnerability to shocks. Similar focus emerges when looking at other development contexts. For instance, in low income countries, 5 outcomes were needed to reach 50 percent delivery. The figure in lower middle income countries was only 4 outcomes; and in upper middle income countries it concentrated in only 3 outcomes.

Emerging expenditure patterns also illuminated interesting differences in underlying substantive profiles, and demonstrated UNDP's relevance in the various development contexts faced by countries it supports. In non-crisis-affected LDCs there is high demand for support in strengthening governing institutions that relate to an enabling environment for participatory governance, addressing areas such as human rights, legislatures and electoral bodies. In middle income countries, the cooperation emphasis shifts towards building national capacities for mainstreaming environment and energy into development plans, and on reducing inequalities. Availability of government cost sharing resources in many of these countries leads expenditures addressing MDG achievement to be, in the aggregate, over 6 times larger in upper middle income countries than in non-crisis-affected LDCs. The vast majority of the support provided by UNDP in the HIV and AIDS thematic area occurs in LDCs and low income countries. Finally, net contributing countries present strong demand for UNDP cooperation, with a tight focus on issues of inclusion of vulnerable and marginalized groups – women, youth, persons with disabilities, persons affected by HIV/AIDS, rural populations and others, and on building environmental sustainability into economic development models.

Finally, the analysis of expenditure patterns shows that country level demand aligns closely with UNDP corporate priorities: across all development contexts, UNDP cooperation strongly reflects focus on both MDGs and capacity development, particularly on mainstreaming MDGs into national development strategies and on strengthening country capacities to deliver public services. An examination of unlinked and "other" country level outcomes also highlights important areas of UNDP work where Country Offices seem unsure where to reflect them in the development results framework, such as local development, decentralization, biodiversity, the link of ecosystems to poverty, and climate change mitigation work.

Gender Equality Contributions and Alignment to Corporate Outcomes: the Gender Marker

The Gender Marker, an adapted form of the OECD/DAC Gender Marker, was piloted in 2008 and 2009, and introduced across UNDP in 2010. It provides a means to measure the extent to which gender equality is being addressed in UNDP programming through a project-level indicator. The Gender Marker tags the gender equality contribution of each UNDP project as either: a principal objective (GEN3), a significant objective (GEN2), some contribution (GEN1), or no noticeable contribution (GEN0). With a higher level of granularity than gender-focused corporate outcomes, the Gender Marker will be the primary mechanism to measure gender equality contributions going forward, with requirements being built into our revised reporting system to ensure that gender marker estimates are actually reflected in results reporting.

A graph of UNDP expenditures in 2010 where gender equality was a principal or significant objective is shown in Figure 5, by key result area (KRA). As this figure shows, in over half of the KRAs, at least one-third of UNDP programming expenditures are reported to have a principal or significant contribution to gender equality. Notably, the crisis prevention and recovery focus area shows high levels of contribution, in large part due to implementation of the Eight-Point Agenda, which includes a mandatory requirement to allocate 15 percent of the budget for crisis-related programming to interventions that promote gender equality. The negative percentage value for KRA "catalyzing environmental finance" is the net of positive values plus over $20 million in reversal entries from 2009 to 2010 (see Annex IV, Table 4). Adjusting for these reversal entries, UNDP expenditures in this KRA totaled $790,537, which equates to 6% of positive expenditures for which gender was a principal or significant objective in 2010.

Figure 6 illustrates country office reporting of gender equality efforts by project and by KRA in 2010 where UNDP planned some, significant, and principal contributions. As shown, over 75% of UNDP projects planned at least some gender equality contribution. By focus area, the poverty reduction and MDG achievement area has the highest percentage of projects with at least some contribution in this area, 62%, followed by crisis prevention and recovery, with 59%.

Figure 5: Percentage of 2010 expenditures aligned to significant or principal contributions to Gender Equality, by Key Result Area

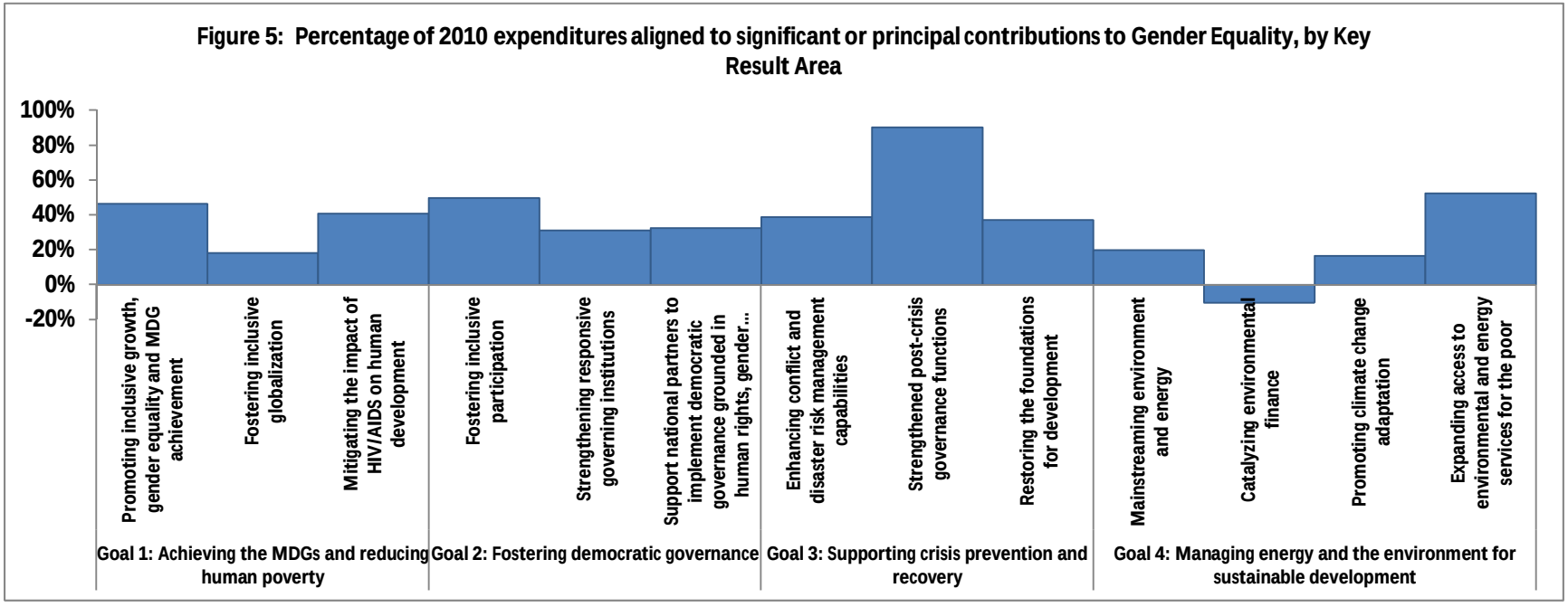


Figure 6: Percentage of 2010 projects aligned to contributions to Gender Equality, by Key Result Area

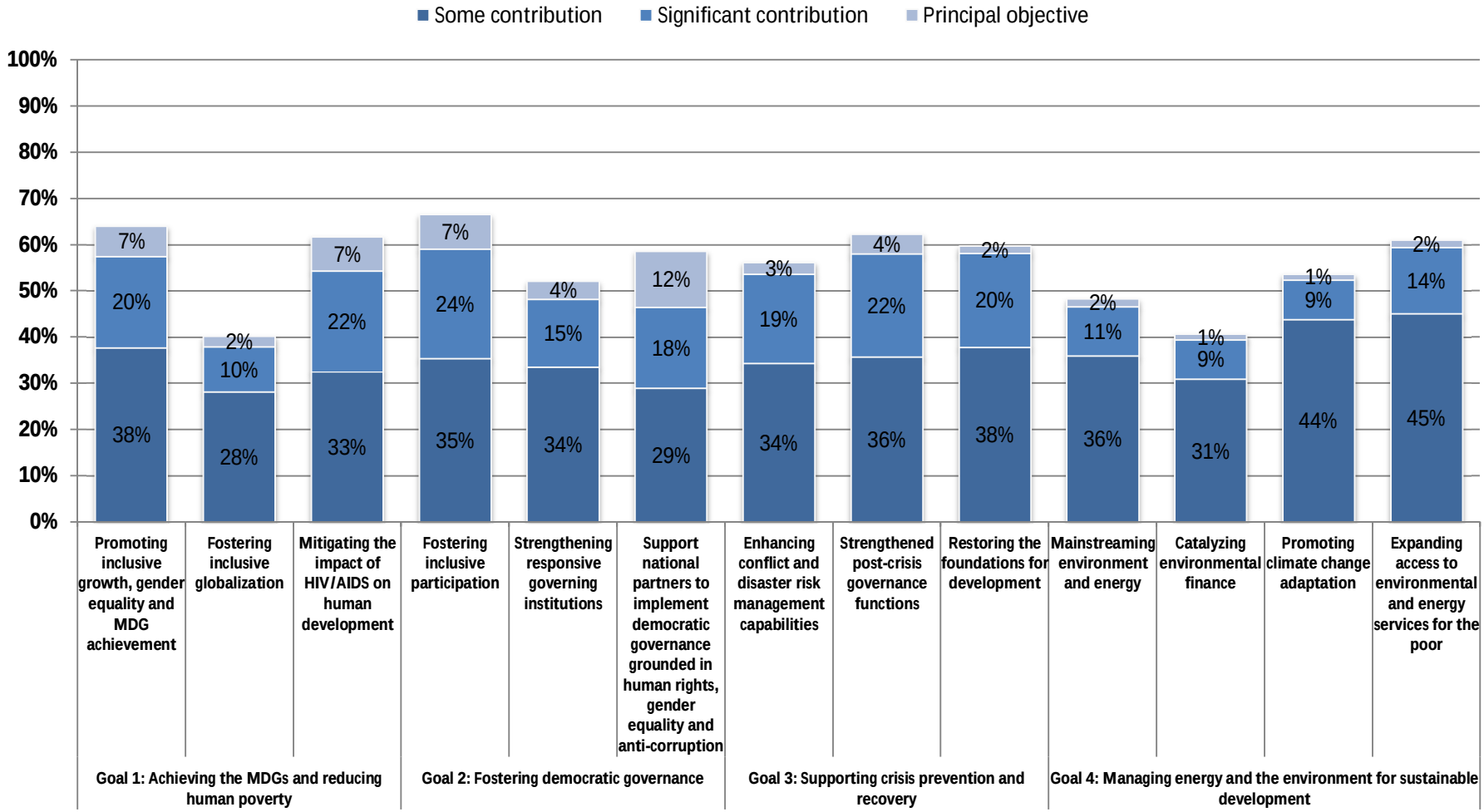


Table 3: Provisional 2010 programme expenditures by Country Typology and Gender Marker

Strategic plan focus area/key result area/outcome	2010 programme expenditure, in thousands of dollars, %																	
	by Country Typology												by Gender Marker					Grand total
	LIC	Count of Countries	%	MIC	Count of Countries	%	NCC	Count of Countries	%	Other	Count of Countries	%	GEN0	GEN1	GEN2	GEN3	Blank	
Focus area 1: Achieving the MDGs and reducing human poverty																		
Key result area 1.1: Promoting inclusive growth, gender equality and MDG achievement																		
1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities	225,302	40	50%	172,228	30	38%	10,642	8	2%	40,015	5	9%	50,656	193,105	185,998	16,131	2,297	448,187
2. Enhanced national and local capacities to plan, monitor, report and evaluate the MDGs and related national development priorities, including within resource frameworks	61,597	26	35%	94,499	26	54%	3,990	6	2%	15,990	3	9%	58,368	70,493	37,798	7,545	1,871	176,076
3. Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented	820	2	11%	2,913	6	38%	402	3	5%	3,474	1	46%	393	435	236	6,545	(0)	7,609

4. Macroeconomic policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs	7,303	4	30%	13,232	5	55%	-	-	0%	3,535	2	15%	9,812	4,295	6,041	3,376	545	24,070
5. Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs	57,768	12	69%	19,173	6	23%	7,196	2	9%	-	-	0%	3,451	19,864	34,650	26,057	115	84,137
6. Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services	104,499	18	70%	41,422	13	28%	2,514	4	2%	1,040	2	1%	9,001	52,086	77,604	9,209	1,575	149,475
Unit defined outcomes	18,194	3	72%	6,765	3	27%	450	2	2%	-	-	0%	5,009	4,600	14,562	545	693	25,409
Key result area 1.1 total	**475,483**		**52%**	**350,231**		**38%**	**25,194**		**3%**	**64,055**		**7%**	**136,691**	**344,878**	**356,889**	**69,409**	**7,096**	**914,963**
Key result area 1.2: Fostering inclusive globalization																		

7. Enhanced national capacities to integrate into the global economic system and to compete internationally, consistent with the achievement of the MDGs and other internationally agreed development goals.	17,261	5	45%	6,559	7	17%	4,880	3	13%	9,684	5	25%	6,199	23,499	7,049	115	1,521	38,384
8. Strengthened national capacities to negotiate and manage development finance, including aid and debt, consistent with the achievement of the MDGs and other internationally agreed development goals	2,356	2	95%	128	1	5%	-	-	0%	-	-	0%	959	1,173	351	-	-	2,484
Unit defined outcomes	-	-	0%	-	-	0%	424	1	100%	-	-	0%	95	329	-	-	-	424
Key result area 1.2 total	**19,617**		**48%**	**6,687**		**16%**	**5,304**		**13%**	**9,684**		**23%**	**7,253**	**25,001**	**7,401**	**115**	**1,521**	**41,291**
Key result area 1.3: Mitigating the impact of HIV/AIDS on human development																		
9. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes	127,825	6	99%	-	-	0%	-	-	0%	978	1	1%	-	76,808	49,167	2,804	24	128,803

10. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes	19,868	15	50%	18,042	11	45%	394	3	1%	1,537	1	4%	81	17,700	16,430	3,380	2,251	39,841
11. Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls	3,120	3	44%	48	1	1%	18	1	0%	3,958	2	55%	6	295	3,908	3,143	(209)	7,144
12. Strengthened national capacities for implementation of AIDS funds and programmes financed through multilateral funding initiatives, including the Global Fund to fight AIDS, Tuberculosis and Malaria	141,790	10	83%	24,992	4	15%	-	-	0%	5,036	1	3%	18,268	91,374	60,659	1,669	(153)	171,818
Unit defined outcomes	-	-	0%	-	-	0%	-	-	0%	1,081	1	100%	-	(19)	1,097	-	4	1,081
Key result area 1.3 total	**292,602**		**84%**	**43,082**		**12%**	**412**		**0%**	**12,590**		**4%**	**18,355**	**186,158**	**131,261**	**10,997**	**1,916**	**348,687**
Unit defined key results total	4,917	2	11%	9,320	2	21%	1,129	4	3%	28,134	3	65%	3,336	29,770	6,779	2,447	1,167	43,500
Focus area 1 total	**792,620**		**59%**	**409,320**		**30%**	**32,039**		**2%**	**114,462**		**8%**	**31,652**	**269,187**	**215,995**	**22,653**	**4,658**	**1,348,441**

Focus area 2: Fostering democratic governance																	
Key result area 2.1: Fostering inclusive participation																	
13. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	35,952	12	53%	19,110	9	28%	8,947	2	13%	4,459	2	7%	6,071	28,906	28,918	4,092	481	68,468
14. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	192,338	15	93%	4,477	5	2%	6,777	1	3%	3,327	1	2%	16,492	77,764	41,218	71,681	(235)	206,919
15. Access to information policies support accountability and transparency	948	2	2%	38,974	6	86%	4,487	1	10%	1,029	1	2%	23,970	19,187	2,051	-	229	45,437
Unit defined outcomes	26,885	3	94%	1,213	2	4%	186	2	1%	436	1	2%	141	2,137	24,344	2,263	(166)	28,720
Key result area 2.1 total	**256,123**		**73%**	**63,774**		**18%**	**20,396**		**6%**	**9,251**		**3%**	**46,674**	**127,994**	**96,532**	**78,036**	**309**	**349,545**
Key result area 2.2: Strengthening responsive governing institutions																	
16. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	203,650	41	49%	191,909	34	46%	19,983	6	5%	3,375	2	1%	137,717	169,607	98,236	7,925	5,431	418,917

17. Legislatures, regional elected bodies and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	29,924	13	69%	10,486	6	24%	820	2	2%	1,988	1	5%	8,920	15,399	16,314	2,259	327	43,218
18. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	100,270	19	70%	41,254	12	29%	232	1	0%	1,644	2	1%	39,154	36,710	45,062	19,657	2,817	143,399
Unit defined outcomes	9,215	5	25%	19,617	5	53%	525	2	1%	7,473	4	20%	6,599	19,471	10,700	51	8	36,830
Key result area 2.2 total	**343,059**		**53%**	**263,266**		**41%**	**21,560**		**3%**	**14,479**		**2%**	**192,390**	**241,187**	**170,311**	**29,892**	**8,583**	**642,364**
Key result area 2.3: Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption																		
19. Strengthened capacities of human rights institutions	47,793	13	58%	30,813	16	38%	(97)	1	0%	3,335	2	4%	21,280	40,174	13,604	6,769	18	81,845
20. Strengthened national-, regional- and local-level capacity to mainstream gender equality and women's empowerment in government policies and institutions	48,678	17	79%	10,990	7	18%	1,210	2	2%	492	1	1%	8,960	17,183	23,713	8,481	3,034	61,370
21. Strengthened national-, regional- and local-level capacity to implement anti-corruption activities	2,317	3	14%	11,726	1	69%	292	1	2%	2,683	2	16%	654	16,120	123	125	(4)	17,018

Unit defined outcomes	10,623	2	71%	3,428	4	23%	-	-	0%	938	1	6%	2,019	8,948	3,635	469	(80)	14,990
Key result area 2.3 total	**109,411**		**62%**	**56,958**		**33%**	**1,405**		**1%**	**7,448**		**4%**	**32,913**	**82,424**	**41,074**	**15,844**	**2,968**	**175,223**
Unit defined key results total	6,214	3	38%	4,809	4	29%	2,166	4	13%	3,213	1	20%	5,279	7,785	2,619	727	(7)	16,403
Focus area 2 total	**714,807**		**60%**	**388,807**		**33%**	**45,528**		**4%**	**34,391**		**3%**	**277,256**	**459,390**	**310,536**	**124,498**	**11,853**	**1,183,534**
Focus area 3: Supporting crisis prevention and recovery																		
Key result area 3.1: Enhancing conflict and disaster risk management capabilities																		
22. Solutions generated for national disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e. UN, other international organizations, bilateral partners)	15,173	10	29%	32,312	7	61%	1,226	1	2%	4,226	2	8%	22,079	15,439	14,302	1,147	(30)	52,937
23. *Disaster:* Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of systemic shocks from natural hazards	42,035	18	65%	22,701	17	35%	-	-	0%	78	1	0%	5,625	37,100	21,209	927	(48)	64,813
24. *Conflict:* Strengthened national capacities, with participation of women, to prevent, mitigate and cope with impact of violent conflict	13,869	4	48%	15,285	5	52%	-	-	0%	-	-	0%	3,732	5,005	19,912	211	293	29,153
Unit defined outcomes	-	-	0%	1,743	2	28%	3,134	1	51%	1,321	2	21%	185	3,500	1,691	-	821	6,198
Key result area 3.1 total	**71,077**		**46%**	**72,040**		**47%**	**4,360**		**3%**	**5,625**		**4%**	**31,621**	**61,044**	**57,115**	**2,285**	**1,038**	**153,102**

Key result area 3.2: Strengthened post-crisis governance functions																		
25. Early post-crisis resumption of local governance functions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
26. *Disaster:* Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	18,994	3	93%	-	-	0%	1,385	1	7%	76	1	0%	2,044	14,329	2,782	1,309	(9)	20,455
27. *Conflict:* Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict	576,638	9	99%	7,208	3	1%	399	1	0%	-	-	0%	6,757	29,553	545,757	2,097	80	584,245
Unit defined outcomes	-	-	-	-	-	-	7,677	1	100%	-	-	0%	2,173	3,842	1,662	-	-	7,677
Key result area 3.2 total	**595,631**		**97%**	**7,208**		**1%**	**9,462**		**2%**	**76**		**0%**	**10,974**	**47,724**	**550,202**	**3,407**	**71**	**612,377**
Key result area 3.3: Restoring the foundations for development																		
28. Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations	29,568	1	-	-	-	-	-	-	0%	-	-	0%	3,903	321	25,346	-	(2)	29,568
29. *Conflict:* Post-crisis community security and cohesion restored	116,659	5	92%	8,086	1	6%	463	1	0%	1,931	1	2%	43,029	56,248	25,257	2,371	234	127,139
30. Post-crisis socio-economic infrastructure restored, employment generated, economy revived; affected groups returned/reintegrated	71,058	9	58%	47,080	5	39%	3,797	2	3%	-	-	0%	16,162	53,041	51,352	1,010	370	121,935
Unit defined outcomes	6,922	2	97%	-	-	0%	-	-	0%	211	1	3%	211	5,959	962	-	-	7,133

Key result area 3.3 total	**224,206**		**78%**	**55,166**		**19%**	**4,260**		**1%**	**2,142**		**1%**	**63,305**	**115,569**	**102,917**	**3,381**	**602**	**285,774**
Unit defined key results total	461	1	62%	283	2	38%	-	-	0%	-	-	0%	(0)	553	198	-	(7)	743
Focus area 3 total	**891,374**		**85%**	**134,697**		**13%**	**18,082**		**2%**	**7,843**		**1%**	**105,899**	**224,891**	**710,431**	**9,072**	**1,703**	**1,051,996**
Focus area 4: Managing energy and the environment for sustainable development																		
Key result area 4.1: Mainstreaming environment and energy																		
31. Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems	89,681	31	29%	173,491	43	56%	23,335	15	8%	23,425	4	8%	124,547	119,258	50,497	10,831	4,799	309,933
Unit defined outcomes	-	-	0%	243	2	100%	-	-	0%	-	-	0%	20	221	-	-	2	243
Key result area 4.1 total	**89,681**		**29%**	**173,734**		**56%**	**23,335**		**8%**	**23,425**		**8%**	**124,567**	**119,479**	**50,497**	**10,831**	**4,801**	**310,176**
Key result area 4.2: Catalyzing environmental finance																		
32. Countries develop and use market mechanisms to support environmental management	(20,755)	1	206%	4,717	2	-47%	-	-	0%	5,952	2	-59%	(4,540)	3,269	445	39	(9,299)	(10,085)
Unit defined outcomes	-	-	0%	2,332	2	100%	-	-	0%	-	-	0%	1,858	169	306	-	-	2,332
Key result area 4.2 total	**(20,755)**		**268%**	**7,049**		**-91%**	**-**		**0%**	**5,952**		**-77%**	**(2,683)**	**3,438**	**751**	**39**	**(9,299)**	**(7,753)**
Key result area 4.3: Promoting climate change adaptation																		
33. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans	12,593	9	31%	5,273	8	13%	8,426	4	21%	14,339	3	35%	11,354	22,524	2,467	4,290	(3)	40,632
Unit defined outcomes	-	-	0%	139	1	100%	-	-	0%	-	-	0%	139	-	-	-	-	139
Key result area 4.3 total	**12,593**		**31%**	**5,413**		**13%**	**8,426**		**21%**	**14,339**		**35%**	**11,493**	**22,524**	**2,467**	**4,290**	**(3)**	**40,771**
Key result area 4.4: Expanding access to environmental and energy services for the poor																		

34. Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor	23,649	14	18%	44,383	12	34%	326	1	0%	63,014	3	48%	21,773	38,832	69,113	691	964	131,373
Unit defined outcomes	2,231	1	100%	-	-	0%	-	-	0%	-	-	0%	108	1,944	179	-	-	2,231
Key result area 4.4 total	**25,881**		**19%**	**44,383**		**33%**	**326**		**0%**	**63,014**		**47%**	**21,882**	**40,776**	**69,292**	**691**	**964**	**133,604**
Unit defined key results total	9,724	3	31%	6,751	4	21%	14,294	3	45%	858	1	3%	14,708	11,422	5,275	213	9	31,627
Focus area 4 total	**117,124**		**23%**	**237,330**		**47%**	**46,381**		**9%**	**107,589**		**21%**	**169,968**	**197,639**	**128,282**	**16,064**	**(3,528)**	**508,425**
Total development expenditure linked to the strategic plan development results framework	***2,515,926***			***1,170,154***			***142,031***			***264,285***			***234,008***	***347,028***	***247,752***	***22,950***	***(679)***	***4,092,396***
Other development expenditure including development effectiveness	***345,078***	***64***		***108,818***	***71***		***12,916***	***24***		***238,748***	***37***		***156,869***	***332,097***	***120,752***	***14,604***	***39,805***	***705,561***
Grand Total development expenditure	**2,861,004**			**1,278,972**			**154,947**			**503,033**			**390,877**	**679,125**	**368,505**	**37,554**	**39,126**	**4,797,957**

iii. Indicator 3

In reviewing independent evaluative evidence from 2008 to 2010 for the MTR, emphasis was placed on identifying UNDP contributions leading to results. Contributions were analyzed from relevant independent Assessments of Development Results, thematic evaluations, and outcome evaluations. A broader evidence base for these contributions was searched within self-reported evidence (ROARs) and independent partner surveys. While comprehensive, UNDP identified a number of challenges with this approach.

First, the aim in preparing the MTR was to shift our analysis from *results* to the *lessons* the organization is learning from those results. This proved difficult for a number of reasons. As has been observed in several evaluations, *organizational learning* remains a work in progress, and understanding how to translate the results achieved in one specific country context (e.g., success factors enabling the handover of GFATM principal recipient role in Liberia) into organizational learning for other contexts is stronger in some areas than others. Nonetheless, there are clear cases where this is being done and the organization is committed to do so more predictably. Improvements in knowledge sharing systems and cross-organizational communications processes are already showing improvements in this area.

Second, country level evaluations tend to be very context specific and rarely if ever establish the basis for comparison between countries with regard to the substantive area being supported (the "what" of UNDP's development work). On the other hand, they do tend to identify issues in the area of the organisation's effectiveness as a development partner (the "how"), that are valuable for organizational learning and provide a strong basis for the recurring evaluation findings and the high leverage areas identified under development effectiveness. A stronger evaluative focus on how UNDP effectively contributes to results would provide more opportunity for cross-organizational learning.

Third, evaluations tend to encourage the organization to do more, rarely to do less, and they are frequently contradictory in their advice, asking UNDP to be more strategic and more comprehensive at the same time. The specific context of an evaluation often does not include the UNDP organizational perspective, where decisions regarding overall strategic direction, scope of work, and organizational constraints may limit the scope for change within a country context.

These issues will remain under active discussion and review, and UNDP commits to strengthen its use of evaluation findings, including from decentralized evaluations, in future annual reports to the Executive Board.

(b) UNDP-UNCDF joint programming support indicators

Outcome	Joint UNDP-UNCDF programme indicator	2010 target	Result	Comments
Outcome 5: Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs	Number of local governments that have prepared and implemented, with UNDP and UNCDF support, pro-poor local development plans	714 local governments	681 local governments (95 per cent achieved)	The number of supported Local Governments increased by 24% in comparison with 2009 (551 Local Governments). Numbers mentioned here only refer to direct contributions to planning at local level. UNCDF has an impact on a much larger number of Local Governments by contributing in nationwide programmes where UNCDF's local interventions are scaled up by other partner institutions (e.g. in Nepal).
Outcome 6: Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services	Number of active clients that have sustainable access to financial services from UNDP- or UNCDF-supported financial service providers	3.10 million clients	3.51 million clients (113 per cent achieved), of whom 65 per cent of borrowers were women.	In 2010, UNDP and UNCDF jointly supported an inclusive financial sector development approach in 24 LDCs (15 in sub-Saharan Africa, 8 in Asia and the Pacific and one in the Arab States).

(c) UN coordination results indicators

Outputs	Output indicators	Targets	Progress against targets
Output 1. Improved effectiveness, efficiency, coherence and impact of the UN development system to ensure implementation of General Assembly resolution 62/208, and to assist countries in achieving their	Strengthened effectiveness, efficiency and coherence of UN operational activities through alignment with national development plans, with resident coordinators (RCs) playing a central role in this process	Mid-term report demonstrates UNDAF quality improvements, including greater alignment with national development plans and priorities, and greater use of the UN system's mandates and expertise to support national priorities. Increased number of RC reports provided to national	The UNDAF guidance package, which was prepared in 2009, was approved in early 2010 and formed the basis of policy guidance for programming work in 2010. The focus in 2010 was on reaching out to UN country teams and UNDP country offices and helping them to ensure that the new UNDAFs concentrate on areas where the UN collectively can make the biggest difference. UNDP also prioritized working with country offices to ensure that programming documents reflect an overall improvement in relevance and quality of the UN's planned contribution to national development challenges.

Outputs	Output indicators	Targets	Progress against targets
development goals		governments on progress made against results agreed in the UNDAF	
	Strengthened inter-agency coordination ensuring an integrated, coherent and coordinated approach to nationally-led crisis prevention and recovery assistance at the country level, taking into account the country-specific character of those challenges	Increase in the number of assessment and programming tools to support country level recovery processes	UNDP helped lead Post Disaster Needs Assessments (PDNAs) in Haiti and Moldova and supported other joint post disaster assessments in Chile and Pakistan. Guidelines for PDNAs were refined in close collaboration with UN agencies, the World Bank and the European Commission. The Post Conflict Needs Assessment (PCNA) guidelines and toolkit were completed and capacity development exercises were conducted for a group of highly experienced practitioners from different agencies, including the UN, EC and the World Bank In partnership with OCHA, following the Haiti earthquake, UN Technical Advisers and trained teams of university students led rapid data collection in both Haiti and the Dominican Republic. The created database served as a key source of information for Haiti's PDNA.
	UNCT capacity further developed to improve country level programming processes and results	Annual increase in joint programming	UNDP have been working as part of the broader UNDG to support UNDAF roll-out countries in 2010, calling for increased quality of UNDAFs as the strategic programming tool for alignment and responsiveness to national priorities. The agencies are also working as part of UNDG to provide support and guidance to those countries that are voluntarily seeking to strengthen coherence. Through the MDG Acceleration Framework, which in 2010 was piloted in ten countries, UNDP is working to ensure increased support to the achievement of MDGs, including through enhanced support for quality UNDAFs. UNDP has therefore re-aligned its programming structures and guidance to address new voluntary instruments, such as: the UNDAF Action Plan to operationalize the UNDAF and; the Common Budgetary Framework, to ensure that there is a comprehensive and results-based projection of financial resource requirements and identification of funding gaps for the entire programme period. The UN system has worked together to respond to the General Assembly's call for the submission by national governments, on a voluntary basis, of a Common Country Programme Document, in an effort to further enhance country level coherence.

Outputs	Output indicators	Targets	Progress against targets
Output 2. Strengthened ownership of the resident coordinator system by the UN development system	Distinctive internal arrangements are in place to ensure clarity of UNDP role in decision-making and responsibility for implementing decisions on the function of the RC system	Independent assessments of the distinctive internal arrangements in place are positive and indicate that the RC system is more collegial, participatory and accountable	UNDP undertook its own internal review of its performance towards meeting MAS objectives and found that while UNDP is meeting its obligations under the System, the majority of UN partner organizations are trying to fulfill their commitments, although implementation has not reached its full potential. Only three agencies had implemented all four of the measures they had to undertake to ensure mutual accountability and 11 agencies reported no progress. The RC/RRs report in the UNDP internal survey reveal that many heads of agency have not been informed about the MAS by their organization and that there is often very little awareness of the document or its commitments. Nonetheless, 62% of the RC/RRs polled had still engaged in a discussion on the MAS with their country teams. Of those who had not, 40% indicated that their predecessor had already led a team discussion in 2009 and 2010, and an independent evaluation will be undertaken in 2011.
	Clear demarcation of roles, responsibilities and accountabilities of RCs and country directors (CDs)	To be completed by end-2008	The 2011 assessment of the MAS will identify how UNDP has been able to maintain a firewall between the RC and RR/CD functions while remaining mutually accountable for UNDP results. In addition, job descriptions have been updated (including that of the RR).
	CDs trained and put in place	51 CDs to be in place by end-2010, with a commitment to continue strengthening the presence of CDs through 2011.	The effectiveness of CD placement will be included as part of the MAS and DaO evaluations planned in 2010 for implementation in 2011. CDs have now been trained in dedicated CD training events by UNDP and are included in the Global meeting of RCs/CDs for the first time.
	Common appraisal system of RCs implemented and independent system to monitor the integrity of the common system in place.	To be completed by end-2008, with UN partners	In 2010, as in prior years, the Regional Directors Teams continued the appraisal of all Resident Coordinators, supported by the Development Operations Coordination Office, in line with the Management and Accountability System. The RDTs provided a single rating on the RC/HC/DO performance, taking into account feedback from the One80 Competency Development Tool.
	A global participants survey developed and introduced as one	The survey will be implemented biennially starting in 2009.	In 2009, the UNDG Chair initiated a process for feedback from the Regional Directors Teams on the implementation of the "Management and Accountability System of the UN Development and Resident

Outputs	Output indicators	Targets	Progress against targets
	element of a process to institutionalize an objective assessment process for the management of the RC system		Coordinator System, including the functional firewall of the RC system". A formal review, approved in 2010, will be implemented in 2011 to measure compliance across agencies.
	RC selection and appointment procedures revised and percentage of non-UNDP origin RCs increased, and gender and regional balance duly taken into account, while ensuring that RCs have development and humanitarian aid experience.	Procedures to be revised by end-2008, ratio of non-UNDP origin RCs increased to 40-50% by 2011.	35 per cent of Resident Coordinator posts were held by individuals from the wider UN system, other than UNDP (compared to 27 percent in 2005). From the SG's 2010 report on the functioning of the RC system, 35 percent of Resident Coordinator posts were held by women, compared with 41 out of 130 posts, or 32 percent, in March 2009. Fifty percent of Resident Coordinator posts were held by individuals from the south (compared to 44 percent in 2005). In 2009, 61 percent of the candidates who undertook the RC assessment were not originally from UNDP.
Output 3. Resident coordinator knowledge management systems	Integration of other United Nations organizations as full partners in RC knowledge-sharing systems	RC knowledge-sharing systems developed, in full partnership with other United Nations organizations	UNDP's investment in Teamworks as a knowledge platform has proven valuable, not only to UNDP but to other UN partners who now subscribe. UNDP has agreements for full participation in Teamworks from UNECA, UNV, MDG-S, and UN Energy, and 15 other UN entities are participating on a project basis, anticipating full participation in the future.
Output 4. Strengthened resident coordinator capacities	Routine and institutionalized security training to increase the understanding of the role of RCs as designated officials	To be done annually	In 2010, the Department of Safety and Security continued to provide an intensive overview and training to all first-time RCs as a routine part of the induction course directly focused on their role as Designated Officials.
	In consultation with UN partners, develop and	To be done by end of 2008	In 2010, the induction programme for first-time Resident Coordinators was further improved, responding to emerging UN development

Outputs	Output indicators	Targets	Progress against targets
	roll-out newly designed resident coordinator induction and training courses		priorities and the learning needs of prospective participants including climate change, food, energy, financial and economic crises. The current practice of bringing field practitioners—from all levels of the UN system, World Bank, government, and civil society—to lead discussions and share experiences during the induction course will continue in the future as an identified best practice.
Output 5. Resources mobilized for United Nations country-level work	Assistance provided to country teams to develop joint resource-mobilization strategies and plans	At least 20 countries develop joint resource-mobilization strategies and plans by end-2009	In 2010, 12 UN Country Teams, including Delivering as One pilot countries, utilized pilot joint resource mobilization strategies for their respective One UN Funds. The independent evaluation of DaO will consider the effectiveness of these strategies.
	Training and support provided to additional country teams to prepare resource-mobilization strategies for joint programmes.	Training and support provided to additional 20 country teams to prepare resource-mobilization strategies for joint programmes	UN Country Teams from 44 UNDAF rollout countries in 2010 were trained and supported in developing resource frameworks to accompany UNDAFs. The UNDG guidance note on the Common Budget Framework, for those countries that wish to voluntarily adopt this approach, is being piloted by Delivering as One countries and will be part of the independent evaluation in 2011.
Output 6. Enhanced reporting on resource implications	Support provided to the SG's annual report to ECOSOC on the functioning of the RC system, including costs and benefits	SG's annual report contains accurate and up-to-date information on the functioning of the RC system	The SG's Annual Report to ECOSOC is under preparation as of March 2011, and includes detailed and up-to-date information regarding the functioning of the RC system, including an overview of the costs associated with the RC system and an updated overview of the demographics of the RCs (including gender, region, and non-UNDP origin).
	Appropriate mechanisms established to ensure that the cost of the RC system does not reduce resources destined for development programmes in programme countries, and to ensure that cost savings as a result of	Mechanisms established by the end of 2008	In 2010, a report on the costs and benefits of coordination of UN operational activities for development was commissioned to ensure the SG's report on the costs and benefits of the RC system was accurate and based on evidence from country level. The findings reveal that while attention to coordination has been substantial, resources dedicated to coordination were only $235 million or approximately 2% of overall funding for operational activities for development. A recommendation for raising this level to 3-4% was argued in the report. UNDP has in place a number of systems and mechanisms to ensure that the costs of coordination are not at the expense of resources available to support programmes. Part of the costs of coordination are met

Outputs	Output indicators	Targets	Progress against targets
	joint efforts and coordination will accrue to development partners		through the DOCO-administered Support to Resident Coordinator funds (SRC) facility, which is one of the 'fixed lines' in UNDP's Programming Arrangements Framework. As a fixed line, costs are contained to a predetermined level endorsed by UNDP's Executive Board. The level of funds for programming are, by contrast, not limited in this way but are, instead, defined in terms of the total envelope of core and non-core funding which is made available to UNDP as a whole. The costs associated with the RC/RR position and the RC Office constitute the largest proportion of UNDP funds directed towards coordination. The costs of the RC/RR position and the RC Office are funded from UNDP's Biennial Support Budget (BSB). There are a number of controls in place to ensure that the costs of coordination met through the BSB are contained relative to those that are allocated for programming.
Output 7. Strengthened existing partnership arrangements with United Nations partners	Memoranda of understanding and/or action plans agreed with other United Nations partners to ensure a practical division of labor and to create synergies.	Memoranda of understanding /action plans agreed with all key partners by 2011	In 2010, UNDP initiated, finalized or assessed the effectiveness of 12 corporate-level agreements with UN partners in the interest of practical synergies and strategic division of labor.
	Platforms established, including South-South platforms, for United Nations system-wide support to enable the private sector and civil society organizations to contribute to national priorities and programmes	Platforms requested by 50 countries by 2010	In 2010 UNDP held its annual CSO advisory meeting where UNDP and partners met to address engagement between UNDP and CSO partners in the field. Private sector support was also provided specifically in response to demand in southern Africa by placing an advisor in the Regional Centre in South Africa to service the 24 countries in the southern/eastern Africa region. In 2010, UNDP undertook a thorough review of its South-South work in order to determine if national platforms were being established in meaningful ways to facilitate South-South cooperation. The UNDP review also informed the wider Joint Inspection Unit review on South-South cooperation and pointed to areas for improvement in advocacy and ambition. In addition, a private sector policy centre was officially opened in Istanbul as a service centre for South-South cooperation in private sector

Outputs	Output indicators	Targets	Progress against targets
			development policy. Other centers of excellence in partnerships with national governments for the promotion of South-South cooperation through CSO and private sector engagement were discussed with Brazil and continued in Korea.
Output 8. More structured partnerships with the international financial institutions	Enhanced cooperation, collaboration, and coordination, in full accordance with the recipient governments, with international financial institutions, and in particular the World Bank	By the end of 2008	UNDP's work with the World Bank in the area of crisis and post-crisis recovery continued in 2010, notably in the context of the implementation of the Post-Disaster Needs Assessment and Recovery Frameworks (PDNA/RFs). Substantive cooperation with the World Bank also continued in 2010 in the area of climate change. UNDP is working with AfDB, ADB and IADB to actively further and renew strategic partnerships benefitting both regional and country levels.

(d) Management results indicators

Outputs	Output indicators	Targets	Baseline/Progress against targets – 2010
Output 1: Effective system and culture of accountability embedded in UNDP	Implementation of system of formally documented functions, authority and accountability within UNDP and between UNDP management and the Executive Board	In place by end 2008	Key achievements in 2010 are as follows: (1) Dedicated discussion on Accountability in UNDP has been introduced in the training workshops for middle managers as well as into induction program for LEAD and JPOs (2) The Integrated Work planning (IWP) platform, was launched in early 2010 emphasizing the clear linkage between risk management and results reporting which is embedded in our work planning process for the operationalization of the UNDP Strategic Plan. (3) The Multi-Donor Trust Fund GATEWAY (publicly accessible web portal) was launched in Sep 2010. The GATEWAY offers full transparency regarding the funds administered by MDTF Office. (4) The UNDP Accountability Platform was launched in early 2010 as a one stop portal for staff to access to accountability related policy and information on key initiatives in UNDP; (5) As at end 2010, a total of 44 internal audit reports were disclosed to requesting Member States in accordance with Oversight policy approved by the EB.
	Percentage of staff reporting a good understanding of accountability and transparency issues		The UNDP Global Staff Survey responses continued to reveal a consistently high overall level of staff understanding of and confidence in organizational accountability and transparency. In 2010, 85% of staff reported that they clearly understood the results they were expected to deliver and 87% felt they were held accountable for results. With respect to transparency, 82% of staff believes that procurement, financial transaction, and programme management were conducted transparently.
	Percentage of operating units that have completed their risk log for their unit risk analysis	90%	Globally 96% of UNDP Units have completed their risk log. In order to provide a clearer framework for staff to assess and respond to risk, the enhanced Enterprise Risk Management (ERM) Framework was endorsed by senior management in February 2010 and fully reflected in policies and procedures in February 2011. ERM is now fully mainstreamed into the Integrated Work Plan process. In addition, risks escalated to Senior Management levels are discussed in senior management fora on a quarterly basis. A new learning platform in Managing for Development Results is being developed and ERM will be integrated into this course.

Outputs	Output indicators	Targets	Baseline/Progress against targets – 2010
Output 2. Staff security ensured	UNDP offices compliant with minimum operating security standards	15% increase	UNDP developed its own MOSS self-assessment system for country offices in the past year. By end of 2010, according to the New Voluntary MOSS Self-Assessment of 137 offices, 86 were fully compliant, i.e. 62.8 % (compared to 63% in 2009) and 44 (32 per cent) offices were partially compliant (compared to 24% in 2009). The remaining offices were not compliant.
	Percentage of country offices with completed or updated threat and risk assessments	100%	As targeted, 100% of Country Offices completed or updated threat and risk assessments.
Output 3: Enabling environment for safe programme delivery ensured	Percentage of new UNDP programmes and projects at corporate, regional and country levels into which security risk management is mainstreamed	100%	The Regional Security Staff is proactively involved in the security assessment of new projects and advocate for mainstreaming of security costs into projects and programme. The Security Office provided central coordination and funding support for blast assessment and seismic assessments. In 2010, blast assessment and design activities were facilitated in Sudan, Syria, PAPP and Morocco. In addition implementation support was provided to Algeria and Lebanon and seismic assessment in PAPP and Nepal were conducted. All these assessments revealed threats and risks and the need to respond appropriately for mitigation.
	Average effective first response time to security emergencies	48 hours by the end of 2008.	In 2010 two COs faced emergency situations that required rapid response. The Security office provided a swift support to Haiti and Kyrgyzstan by deploying security staff and providing security communication equipment within 48 hours. Availability of pre-stocked equipment in hubs allowed the Security Office to deliver armored vehicles to Bishkek within two days.
Output 4. Financial management capacity strengthened	Percentage of operating units with green rating in the financial data quality dashboard (FDQD)	Achievement of an overall green rating in the FDQD for all areas of financial management for all country offices and headquarters units	Despite the increased difficulty of the criteria established in the financial dashboard at the beginning of 2010, with the continued monitoring, support and guidance of OFA as well as Regional Bureaux, 88% of country offices have achieved full financial performance in the financial dashboard. Nevertheless, continuous attention needs to be provided to those country offices that are experiencing financial performance challenges, particularly those who are operating in increasingly risky operating environments.
Output 5. Audit recommenda-tions managed systematically	Percentage of reduction in frequency and number of high-risk audit	Reduction by 50% in number of high risk audit observations	The three high audit risks which were Emphases of Matters in the audit of the biennium ended 31 Dec 2005 have been addressed effectively. These Emphases of Matters have been removed by the UN Board of Auditors in its Audit Report for the biennium ended 31 Dec 2007 and again for the biennium ended 31 Dec 2009. UNDP received “unqualified” or

	observations, compliance with internal controls and bank reconciliation		"clean" audit opinions for both biennia.
	Audit opinion from the United Nations Board of Auditors for the 2006-2007 and 2008-2009 biennia	Unqualified audits opinion for both biennia	UNBOA once again issued an "unqualified" or clean audit opinion for the financial statements of UNDP for the period ending 31 Dec 2009 (A/65/5/Add.1). This is the second consecutive biennium that UNDP has been awarded an "unqualified" audit opinion.
	Rate of audit recommendations to country offices and headquarters units implemented by target completion date	100% implemented by target date	The indicator was modified slightly to: "Implementation of audit recommendation including long outstanding audit recommendations issued for more than 18 months" to reflect EB decision 2009/15 which was reaffirmed in 2010/22[6] Audit implementation rate in UNDP in 2010 was 90% (per OAI record). As at end December 2010, the total long outstanding audit recommendations were 41 recommendations (DP/2010/31) (compared with 56 in Dec 2009). This represented 1.0% of all audit recommendations which would become long outstanding by Dec 2010.
Output 6. Programming arrangements framework and biennial support budget aligned and integrated with the strategic plan	Gradual classification/attribution of all resources in line with: (a) support to United Nations system-wide coordination; (b) UNDP programmes and related costs; and (c) management functions	By 2009	Subsequent to EB decision 2009/22 that approved UNDP proposed cost classification, the Executive Boards of UNDP/UNFPA and UNICEF requested the three agencies to (a) harmonize classification of costs in line with UNDP's newly approved cost classification, and (b) propose a joint road map to an integrated budget in 2014. The three agencies presented to the UNDP/UNFPA EB a "Road map to an integrated budget: cost classification and results-based budgeting" (DP-FPA/2010/1) during the second regular session 2010. Decision 2010/32 endorsed the following cost classifications: (a) Development activities: i) Programmes, and ii) Development effectiveness; (b) UN development coordination activities; (c) Management: i) recurring costs, and ii) nonrecurring costs; (d) Special Purpose activities: i) Capital investments, and ii) services for other UN agencies. On the programming arrangements, UNDP presented a midterm review of the programming arrangements comprising proposals of cost reclassification of the fixed and variable lines of the programming funding framework, and an extension of the PA framework to 2012-2013 in line with the strategic plan timeline. EB decision 2010/3 approved the extension of the PA to 2013. The gradual alignment and integration of the PA and the BSB to the SP is being implemented as planned and will be completed in 2014 as approved by the EB.

[6] This indicator has been revised to reflect the emphasis by EB on the full implementation of long outstanding audit recommendations of more than 18 months (per EB decision 2009/15 which was reaffirmed in EB decision 2010/22)

	Percentage of operating units implementing results-based budgeting	90% by 2009	All units are using the web based integrated work plan that combines development and management activities, including management resources planning and allocation. Risk management is also integrated into the integrated work plan.
	Percentage of corporate sponsors of results-based budget functions reporting semi-annually to UNDP management on progress toward management results	100% by 2009	All corporate sponsors are reporting through the reporting tool of the Integrated Work Plan. They are also reporting annually on the achievements of the institutional results in the strategic plan.

(e) Cross-cutting results indicators

<table>
<tr><th>Expected outcomes supported by UNDP upon request by programme countries</th><th>Output indicators used in reporting on UNDP contribution</th><th>Progress</th></tr>
<tr><td rowspan="2">1. UNDP programmes/projects integrate capacity development</td><td>Degree to which UNDP programmes integrate actions to respond to findings of capacity assessments</td><td>In 76% of cases where capacity assessments were conducted in 2010, the findings and recommendations of these assessments led to the design and implementation of capacity development responses through projects and programmes, 46% of which were developed in 2010, and 30% in 2011.</td></tr>
<tr><td>Percentage of partners that rate UNDP programmes/projects as effective in developing national capacity</td><td>Out of 2517 responses from the 2009 Partnership Survey to the question:
<table>
<tr><td>27.2%</td><td>Strongly agree</td></tr>
<tr><td>37.4%</td><td>Agree</td></tr>
<tr><td>25.8%</td><td>Neutral</td></tr>
<tr><td>8.1%</td><td>Disagree</td></tr>
<tr><td>1.4%</td><td>Strongly disagree</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Expected outcomes supported by UNDP upon request by programme countries</th><th>Output indicators used in reporting on UNDP contribution</th><th>Progress</th></tr>
<tr><td rowspan="2">2. UNDP programmes/projects integrate gender equality and women's empowerment in line with the UNDP gender equality strategy, 2008-2011</td><td>Number of units (country offices, regional and global programmes) that report achieving gender equality results in each focus area</td><td>
<table>
<tr><th>Focus area</th><th>Units reporting outcomes</th><th>Units reporting gender equality results</th></tr>
<tr><td>Poverty reduction and MDG achievement</td><td>137</td><td>126</td></tr>
<tr><td>Democratic governance</td><td>132</td><td>119</td></tr>
<tr><td>Crisis prevention and recovery</td><td>87</td><td>79</td></tr>
<tr><td>Environment and sustainable development</td><td>125</td><td>93</td></tr>
</table>
</td></tr>
<tr><td>Percentage of partners that rate UNDP as effectively promoting gender equality and women's empowerment</td><td>Out of 2365 responses from the 2009 Partnership Survey to the question:
<table>
<tr><td>27.6%</td><td>Strongly agree</td></tr>
<tr><td>39.7%</td><td>Agree</td></tr>
<tr><td>24%</td><td>Neutral</td></tr>
<tr><td>7.4%</td><td>Disagree</td></tr>
<tr><td>1.4%</td><td>Strongly disagree</td></tr>
</table>
</td></tr>
<tr><td rowspan="2">3. South-South approaches to development mainstreamed in national development plans and the work of the United Nations organizations</td><td>Number of South-South initiatives supported by country and regional programmes</td><td>135 offices, including UNDP Global and Regional Bureaus, reported support to South-South initiatives. South-South initiatives supported by the country offices include study tours/visits and workshops for facilitating sharing of experiences, training for human and institutional capacity development, policy coordination, joint cross-border projects/programmes, and other support to national technical cooperation agencies and Southern centers of excellence.</td></tr>
<tr><td>Number of South-South regional networks of new development partners</td><td>6 networks established. This reflects an increase in regional networks linking middle-income countries in the provision of assistance to poorer nations on a South-South basis.</td></tr>
</table>

<table>
<tr><th>Expected outcomes supported by UNDP upon request by programme countries</th><th>Output indicators used in reporting on UNDP contribution</th><th>Progress</th></tr>
<tr><td></td><td>Number of regional/global South-South mechanisms for private-sector development</td><td>The three mechanisms/platforms continued to expand in 2010. The Global South-South Development Expo (GSSD Expo) has been operational since 2008. The pilot phase of the South-South Global Assets and Technology Exchange (SS-GATE) has been completed and is being rolled out to the Global South and UN organizations. The interactive South-South development solutions gateway, the Global South-South Development Academy (GSSD Academy), will become operational in 2011.</td></tr>
<tr><td></td><td>Number of participating countries in global/regional mechanisms</td><td>The Special Unit is working to expand beneficiary countries of the South-South GATE system beyond its initial target of 72 low and middle income countries to include more developing countries in the Global South. By the end of 2009, 21 countries were linked through the South-South GATE system and have established within them a country facility (technical support institution).</td></tr>
<tr><td>4. UNDP country programmes are clearly and explicitly linked with and in support of national development plans and priorities</td><td>Percentage of country programmes fully aligned with national development plans</td><td>Out of 2481 responses from the 2009 Partnership Survey to the question:<table><tr><td>27.1%</td><td>Strongly agree</td></tr><tr><td>41.2%</td><td>Agree</td></tr><tr><td>24.7%</td><td>Neutral</td></tr><tr><td>5.8%</td><td>Disagree</td></tr><tr><td>1.1%</td><td>Strongly disagree</td></tr></table></td></tr>
</table>

<table>
<tr><th>Expected outcomes supported by UNDP upon request by programme countries</th><th>Output indicators used in reporting on UNDP contribution</th><th>Progress</th></tr>
<tr><td></td><td>Percentage of partners that rate UNDP as effective in ensuring national ownership throughout the programme cycle of UNDP-supported programmes and projects</td><td>Out of 2342 responses from the 2009 Partnership Survey to the question:<table><tr><td>25.7%</td><td>Strongly agree</td></tr><tr><td>41.8%</td><td>Agree</td></tr><tr><td>24.5%</td><td>Neutral</td></tr><tr><td>6.6%</td><td>Disagree</td></tr><tr><td>1.4%</td><td>Strongly disagree</td></tr></table></td></tr>
<tr><td>5. UNDP meets aid effectiveness standards</td><td>Percentage of partners that rate UNDP as effective in improving national aid management capacity</td><td>Out of 2386 responses from the 2009 Partnership Survey to the question:<table><tr><td>18%</td><td>Strongly agree</td></tr><tr><td>37.9%</td><td>Agree</td></tr><tr><td>31.2%</td><td>Neutral</td></tr><tr><td>10.9%</td><td>Disagree</td></tr><tr><td>2%</td><td>Strongly disagree</td></tr></table></td></tr>
</table>

(f) South-South cooperation indicators

Outputs	Output indicators	Targets	Progress against targets
Output 1. South-South approaches to development mainstreamed in national development plans and the work of United Nations organizations	Number of United Nations and national focal points actively coordinating South-South cooperation to share experiences on MDGs	Increase number of focal points engaged in process from 35 (current) to 95 by 2011	Have increased UN interagency focal points to 89 since 2007. This has occurred through interagency focal point meetings organized by SU/SSC in conjunction with the biennial HLC as well as through the work undertaken by the SU/SSC on the UN-wide framework for SSC in the areas of food security, climate change and HIV/AIDS as requested in SG Policy Decision No. 2008/26. The frequency of interagency meetings of SSC focal points has also increased in response to the Nairobi outcome document and in response to decision 16/1 of the High-level Committee on SSC. Furthermore, to foster more frequent and robust interactions, the SU/SSC is building a protected virtual space for interagency focal points on its website. Additionally, in 2010, the SU/SSC worked closely with the Regional Directors Team of Eastern and Southern Africa to train UN Coordination Officers from the region to identify entry points within the UNDAF process to promote and implement SSC and triangular cooperation as well as in the regular workings of the UN country teams. This relationship has resulted in further work with 6 UNDAF rollout countries in the region on further prospects for integrating SSC in the UNDAF under preparation in 2011. In terms of national focal points, the SU/SSC has worked through sub-regional groupings to grow and strengthen multi-partner focal point networks since 2007 to a total of 89 partners in 2010 pulling from the ranks of government, private sector, civil society and academia. SU/SSC joined the NEPAD Secretariat in preparations for the Africa Platform on Aid Effectiveness, SSC and Capacity Development in Tunis in November 2010 by presenting current research on Africa's prospects for development and the potential of SSC to African policy makers. Further to this overarching output, the SU/SSC provided strategic advice to Gabon, Sierra Leone, Rwanda and Kenya in assisting them to create their own national SSC units/programmes.
Output 2. South-South and triangular partnerships contributing to inclusive growth and effectiveness	Establishment of a database that codifies best practices in SSC, which is updated on an annual basis	See below	Work is in progress on websites to offer searchable databases on Southern development solutions. These solutions include best practices taken from 18 volumes of the journal "Sharing Innovative Experiences", of which volumes 17 and 18 were recently launched.
	Mechanisms in	At least one	In Geneva at the ILO headquarters in November 2010, the SU/SSC along with more than 20 UN

Outputs	Output indicators	Targets	Progress against targets
reflected in national efforts to meet the MDGs and other internationally agreed goals.	place to facilitate cross-regional policy dialogue and exchange of development-related experience and knowledge.	multi-stakeholder dialogue platform in place by 2008	agencies held the third annual Global South-South Development Expo showcasing more than 50 Southern development solutions. This platform in place since 2008 has brought together experts, practitioners, donors, and government officials to share knowledge and experiences and promote development financing and sourcing through innovative, new instruments on display such as the South-South Global Asset and Technology Exchange system. At the 2010 GSSD Expo, the South-South Global Asset and Technology Exchange (SS-GATE) launched Track V on Global health in partnership with Pan-American Health Organization/WHO, focusing on improving global health through the SS-GATE global transaction platform. With country centers in 28 developing countries across Africa, Asia and the Middle East, to help identify potential Southern private sector and public partners, the SS-GATE listed 1200 new projects, matched 200 new projects and witnessed 60 successful transactions in 2010.
		Wide Area Network system transformed into a global South-South gateway with a unified coding system and common database by 2009	WIDE roster platform extended in 2008 from 40 to 69 rosters being used by COs, regional centres, UN agencies, national development agencies, etc. The number of rosters has remained constant throughout 2010 although some new partners have been engaged including the Division for Palestinian Rights at UN-DPA, and the IPC-IG Social Protection roster was launched. The SU/SSC also provided assistance to those interested in setting up and managing rosters at the 2010 GSSD Expo with a professional roster workshop that focused on ways to take advantage of the many possibilities of the WIDE system, highlighting successful and innovative experiences on roster management.
Output 3. Enhanced United Nations effectiveness in South-South approaches to development	New policy framework developed and widely shared in United Nations system	United Nations-wide policy framework produced by early 2008	A paper submitted to SG Policy Committee in 2008 after wide consultations resulted in SG Policy Decision No. 2008/26 calling for the creation of a UN-wide framework on SSC in food security, climate change and HIV/AIDS to be presented to CEB in 2009. Accordingly, in 2009 and 2010 the Special Unit continued to organize consultation meetings and to seek inputs from the relevant focal points spread across various organizations and agencies with the aim to finalize and submit it to the CEB Secretariat in 2011. The SU/SSC has also provided inputs to the UNDG document on 'Better Aid for Development Effectiveness– Reference Guide for UNCTs. Additionally, as requested by the High-level Committee on SSC at its 16th session, the Secretary-General, through the Special Unit, will use the findings of the forthcoming Joint Inspection Unit review of SSC within the UN System to prepare Operational Guidelines on SSC. SU/SSC has already initiated work on Operational Guidelines in collaboration

Outputs	Output indicators	Targets	Progress against targets
			with DOCO, UNDP Partnership Bureau and the Bureau for Development Policy.
	South Report produced jointly with other United Nations organizations	First edition published in 2007	First edition published in December 2009 and launched during High-level UN Conference on South-South Cooperation in Nairobi by UNDP Administrator. Preparations on the 2010/2011 South Report are underway in coordination between the SU/SSC and the South Centre. An initial draft has been presented; after revisions, the draft will be subject to peer review prior to publication.
	Effective servicing of High-level Committee on South-South Cooperation	At least one inter-organization meeting organized biennially.	SU/SSC prepared inputs and provided secretariat support before, during and after the 16th session of the High-level Committee on South-South Cooperation held in February 2010. SU/SSC also prepared the final report of the HLC to be presented to ECOSOC in July 2010. In addition, the Special Unit provided secretariat services to the High-level United Nations Conference on South-South cooperation that brought together 93 Member State in Nairobi, Kenya in December 2009. Since these events, the SU/SSC has served to facilitate the work of the High-level Committee on SSC Bureau in the preparations for the Joint Inspection Unit review of SSC in the UN System, as requested by the High-level Committee on SSC decision 16/1 and in the Bureau's deliberations with the JIU regarding the review process and draft as well as undertaking necessary negotiations and arrangements for the forthcoming intercessional meeting to take place in 2011 as called for in the 16th session of the High-level Committee on SSC.

Annex III: Revised Development Results Framework and Institutional Results Framework

UNDP is strongly committed to continuously improve its results based management and reporting practices, building on more than three years of intensive efforts and significant enhancements under the current Strategic Plan. UNDP understands the crucial importance of presenting stakeholders with a measurable, predictable, and compelling narrative of the organization's contribution to development results, institutional results, and related challenges.

A critical step in the mid-term review of the UNDP Strategic Plan 2008-2013 is a review of the Development Results Framework (DRF) and the Institutional Results Framework (IRF) with the view to strengthen them as vehicles to capture and steer the development and institutional focus of the organization, and to facilitate more predictable measurement and reporting of UNDP programme and organizational results.

Development Results Framework

The Executive Board considered numerous approaches to measuring results at the outcome level in the four focus areas of the SP Development Results Framework. In the final decision approving the Strategic Plan 2008-2011, the EB did not approve outcome indicators as originally presented but rather approved a framework that includes: a) 34 outcome statements over the four mandated focus areas; b) UNDP outputs/activities that characterize *how* the organisation contributes to development results; and c) three output indicators to be used in reporting on UNDP's contribution to national outcomes (see table below).

UNDP has used these output (reporting) indicators extensively in its analytics and reporting. The first two are primarily quantitative indicators, showing *inter alia* how demand and UNDP's response align, but in-depth analysis also provides important qualitative information on how the focus and trends in the organization's response to development challenges have evolved over the first part of the SP period. The third indicator is not measurable as a quantitative indicator because evaluations do not provide 'positive or negative' quality ratings, but it has proven to be an invaluable *qualitative* indicator that has been and will be further integrated into annual reports to the Board.

DP/2010/17 states in paragraph 17: "In the context of the extension of the plan to 2013, the mid-term review will revisit the results frameworks and in particular present a revised methodology for reporting at outcome level through the use of indicators for tracking UNDP progress during the remaining period of the plan (to 2013)."

The Mid-term review of the Strategic Plan 2008-2013 has provided the organization an opportunity to review not only the performance of the organization, but also the adequacy of our measurement and reporting instruments. UNDP recognizes that the absence of *outcome indicators* in the SP DRF leaves the organization with a limited set of indicators of performance at the corporate level. Nevertheless, the annual results reports for 2009 and 2010 (presented to the June 2010 and 2011 Board sessions) demonstrate that UNDP is using country-based indicators at the outcome level. This approach has the advantage of fully reflecting national context and realities. The challenge remains for UNDP to find a better way to consolidate, or aggregate, results across countries into a coherent organizational narrative based on a transparent system of measures and reporting.

Proposed Changes

With this background in mind, UNDP is proposing to revise the Development Results Framework to address the need to: 1) reflect the evolving focus of the organization in the framing of the outcome statements, to synchronize with the findings of the MTR; 2) adapt the UNDP outputs/activities so that they synchronize with the new development effectiveness category, presented in the MTR; and 3) strengthen the output (reporting) indicators to ensure greater predictability and comparability across reported results, and ensure that each annual report better reflects the scope of UNDP's work.

1. *Evolving focus of the organization*: reframed outcomes are presented to address issues of overlap or insufficient specificity; low evidence of demand; and/or where response is critical but does not require the maintenance of a standalone outcome or advisory capacity. The revised draft DRF reduces the number of outcomes by 26%.

2. *UNDP outputs/activities:* This column in the DRF is moved to the development effectiveness matrix. It reflects the organisation's outputs related to its effectiveness as a contributor to development results at country level. The outputs respond to recurring findings from evaluation and represent areas of high leverage to better support outcome level change, where the organization commits to improve. The indicators that will be used to measure the organisation's output level results in these areas are articulated in the matrix. Because many of the measures are new, in some cases baselines will only be established later in the year, on the basis of on-going analytic processes.

3. *Indicators for reporting on UNDP contribution to outcomes:*

    a. The first two output indicators in the DRF approved by the Board were already amended in an earlier annual report to the Board.

    b. The third indicator is currently framed as a quantitative indicator but is not measurable as stated. The revised formulation proposed below is designed to better capture the qualitative nature of the indicator, as it was used in the MTR and will be employed in future annual reports.

    c. The primary source for data going into UNDP's annual reports on results is Country Office reporting through the internal RBM platform; however, this was not an identified indicator in the original SP approved by the Board. UNDP proposes to introduce a fourth indicator relating to Country Office reporting on results, and to strengthen the internal systems that underpin the reporting platform with indicators and structure that assure greater measurability and predictability. This is further underpinned by a Development Effectiveness indicator relating to the quality of Country Office results reporting.

    d. Structure results reporting around the UNDP approach to development introduced in the annual report to the Executive Board in the 2010 Annual Session relating to UNDP's contribution to awareness raising, assessment and planning, implementation for inclusive development, and building resilience.

4. *Examples of indicators at outcome level from Country Office results reports (new):* This column captures examples of country level indicators already used in reporting at outcome level in the 2010 report to the Board (on 2009 results), and in the current 2011 report (Part 2, on 2010 results). Going forward, UNDP will specify in advance the indicators that will be used for future annual reports to increase transparency and predictability. These indicators will be based on already approved CPDs, and Country Office entries in UNDP's internal results reporting platform.

Existing Indicators for Reporting	New or Revised Indicators for Reporting
1. Number of programme countries requesting and receiving UNDP support for each of the outcomes	1. <unchanged>
2. Degree to which UNDP programmes and projects are strategically aligned with the stated outcome	2. <unchanged>
3. Proportion of independent evaluations and surveys that rate the UNDP contribution to the respective outcome as positive	3. Findings and Recommendations of Independent evaluations and surveys related to the UNDP contribution to the respective outcome (revised)
	4. Country office results reports on contribution to development change in the area supported (new)

In strengthening the internal reporting framework that underpins Country Office (and regional and global) results reporting, UNDP will refine the internal RBM platform in such a way that it better captures the scope of UNDP's work across all countries; and includes improved approaches to capturing results *inter alia* in the area of capacity development.

Member States will see under the new system, a more structured approach to reporting across all country offices that will provide comparability, while illustrating the various levels of UNDP's engagement at policy; implementation; and/or at systemic sustainability levels (e.g., hand-over of principal recipient role for GFATM).

Road map for the implementation of the revised results frameworks

Date	Milestones
June 2011	• Executive Board decision on midterm review including revised results frameworks • Global messaging to UNDP staff on changes based on Executive Board decision
July 2011	• Informal consultation with members on indicators to be used for annual reports to the 2012 and 2013 Board sessions • Finalization of baselines and targets for outputs in the Development Effectiveness and Institutional Results Framework
Fall 2011	• Informal consultation on issues encountered in the upgrade to internal results reporting platform • Implementation of changes to internal results reporting platform • Training of staff on new approach
Winter 2011	• Launch of internal reporting exercise in preparation of the annual report for the June 2012 session
Spring 2012	• Informal consultations on preliminary results of the reporting cycle
June 2012	• Annual report to the Annual Session

Development Effectiveness

To better measure UNDP's effectiveness in contributing to development results, a set of development effectiveness outputs and indicators is recommended for the remainder of the strategic plan period, to replace the "UNDP outputs/activities" column of the DRF and the "cross-cutting development issue" section. These indicators will more accurately measure how UNDP contributes to development effectiveness, and will help to guide the organization in improving its development efforts, the "how" of UNDP's programmatic focus. In addition to changes to indicators in capacity development, gender equality, and South-South cooperation, outputs measuring the quality of country programming, cross-practice integration, and knowledge sharing are recommended. These will be underpinned by changes to UNDP's internal reporting platform to ensure more measurable results reporting by programme units.

To increase the quality of country programming, revised indicators measure compliance with evaluation policy, corporate quality standards, ROAR quality, country programme document results frameworks, and burden reduction in transactional programming requirements. These indicators will track progress in improving programming focus and quality, while alleviating the transactional burden at the country level.

In the area of cross-practice integration and knowledge sharing, output indicators are recommended to measure the quality of practice and policy guidance, the relevance of programme formulation and implementation support, and the active use of knowledge spaces. Collectively, these indicators will help to measure and improve cross-practice integration and the capture and dissemination of lessons.

For capacity development, indicators include the existing measurement of the percentage of partners that rate UNDP as effective in developing national capacity, and a new indicator to track the implementation rate in responding to the evaluation of UNDP contribution to national capacity development. These indicators place increasing emphasis on partners' perspectives of UNDP effectiveness, and a measure of improvement based on independent evaluation.

In the area of gender equality, the addition of an indicator to measure the percentage of outputs with a significant gender impact, based on the Gender Marker, has been included. In addition, the percentage of outcomes from CO results reporting that reflect specific gender equality results is suggested as a new indicator. The indicator to measure the percentage of partners that rate UNDP as effective in promoting gender equality and women's empowerment is maintained.

To track improvements in South-South cooperation, revised indicators are suggested to measure the percentage of country offices that refer in the ROAR to South-South as a mechanism for cooperation, and the percentage of partners rating UNDP interventions as effective in contributing to South-South cooperation.

Institutional Results Framework

Executive Board Decision 2010/32 requests in part that UNDP and UNFPA, together with UNICEF, continue to work towards the presentation of a single integrated budget for each organization, starting in 2014, and to align the budgets with the results in the strategic plans of the organizations. This decision supports the objectives of these organizations to strengthen their results focus, enhance linkages with management results of their strategic plan, and to improve linkages between resources and results. The strategic plan would constitute the single, overarching results framework for the organization, and the budget would be the funding vehicle to achieve the results of the strategic plan. For this approach to succeed, strategic plan indicators must be measurable,

specific and meaningful, and this midterm review of the UNDP strategic plan is a first step to align the two documents, reflect the harmonized approach by introducing a new structure based on the approved budget categories.

Recommended revisions to the management results framework are therefore suggested to articulate outputs corresponding to the newly approved budget categories, and clearer indicators that better align with management results. Revised management results outputs and indicators link more directly to the achievement of institutional results, contributions to development results, and strengthened accountability and oversight for both management and development results. These revised indicators for management results, therefore, more reliably track how management decisions and related resources and systems (human resources, partnerships, administrative procedures, and policies and systems) effectively support the achievement of development results. Together with the new outputs contained under Development Effectiveness, the revised management results framework provides a powerful tool to monitor the progress in implementing the organisation's change agenda.

Revised Development Results Framework:

Expected outcomes supported by UNDP upon request by programme countries	Output Indicators used in reporting on UNDP contribution	Examples of country level indicators underpinning country office results reports used in Annual Reports DP/2010/17 and DP/2011/22 (Part 2)
Goal 1. Achieving the MDGs and reducing human poverty	1. Number of programme countries requesting and receiving UNDP support for each of the outcomes 2. Degree to which UNDP programmes and projects are strategically aligned with the stated outcome 3. Findings and recommendations of independent evaluations and surveys related to the UNDP contribution to the respective outcome 4. Number of country offices that report contribution to development in the area supported: • Awareness raising • Assessment and planning • Implementation for inclusive development • Building resilience	[reported under original outcomes 1.1, 1.2, 1.5] • MDG goals, targets, and/or indicators in national development plans • MDG needs assessments and costing methodologies in sector plans • National MDG reports • Governments using MAF and related action plans • National poverty reduction and development strategies incorporating MDGs • National social protection strategies formulated • Decentralized / local plans with MDGs integrated • Microfinance options available to rural population and marginalized groups
1. Capacities of national and local institutions enhanced to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDG progress in the context of related national development priorities		
2. Inclusive growth and social equity promoted through pro-poor macroeconomic and fiscal policies that support income, employment and social protection of youth, women and vulnerable groups in a sustainable way		Indicators to be developed for annual reporting
3. Policies, strategies and partnerships established to enhance public-private sector collaboration and private sector and market development that benefit the poor and ensure that low-income households and small enterprises have access to a broad range of financial and legal services		Indicators to be developed for annual reporting
4. Strengthened national capacities to integrate into the global economic system and to negotiate and manage traditional & emerging development finance for inclusive development		[reported under original outcome 1.7] • Countries with access to Enhanced Integrated Framework • Investment plans targeting diversification and vulnerability
5. Strengthened capacities to mainstream action into national policies, plans and strategies on the socio-economic causes and consequences of HIV and the linkage to the health MDG		• National development plans and PRSPs referencing HIV/Aids • Sector plans include reference to HIV/AIDS • Micro-credit schemes benefitting HIV affected groups
6. Strengthened national capacity for inclusive governance and coordination of national HIV responses, and for the protection of human rights of people affected by HIV, including women and other vulnerable groups		[reported under original outcome 1.10] • National information and outreach centers targeting most at risk groups • Protective laws and audits of national legal frameworks on sensitivity and responsiveness
7. Strengthened national capacities for implementation of HIV funds		[reported under original outcome 1.10]

Expected outcomes supported by UNDP upon request by programme countries	Output Indicators used in reporting on UNDP contribution	Examples of country level indicators underpinning country office results reports used in Annual Reports DP/2010/17 and DP/2011/22 (Part 2)
and programmes, including those financed through multilateral initiatives like the Global Fund to fight AIDS, Tuberculosis, and Malaria	1. Number of programme countries requesting and receiving UNDP support for each of the outcomes 2. Degree to which UNDP programmes and projects are strategically aligned with the stated outcome 3. Findings and recommendations of independent evaluations and surveys related to the UNDP contribution to the respective outcome 4. Number of country offices that report contribution to development in the area supported: • Awareness raising • Assessment and planning • Implementation for inclusive development • Building resilience	• Principal Recipient role handed over to national institution
Goal 2. Fostering democratic governance		
1. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies		• National planning processes that include CSOs • Reports on multi-stakeholder engagements in key national political processes • Laws that recognize and permit registration of NGOs and CSOs
2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration		Indicators to be developed for annual reporting
3. Access to information policies support accountability and transparency		Indicators to be developed for annual reporting
4. National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services		• National innovations for public sector accountability and service delivery outreach • Inclusion of women and vulnerable groups in public service delivery assessments and programmes • Civil registries operational
5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively		Indicators to be developed for annual reporting
6. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups.		Indicators to be developed for annual reporting
7. Strengthened capacities of national human rights institutions		Indicators to be developed for annual reporting
8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions		Indicators to be developed for annual reporting
9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives		• UNCAC self-assessments • National anti-corruption entities created
Goal 3. Supporting crisis prevention and recovery		
1. National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters, on vulnerable communities		[reported under original outcome 3.2] • Reduction in casualties and property destroyed in successive disasters • Adoption of disaster risk reduction plans

Expected outcomes supported by UNDP upon request by programme countries	Output Indicators used in reporting on UNDP contribution	Examples of country level indicators underpinning country office results reports used in Annual Reports DP/2010/17 and DP/2011/22 (Part 2)
2. National and local institutions have the capacities to prevent, reduce and mitigate the impact of conflict	1. Number of programme countries requesting and receiving UNDP support for each of the outcomes 2. Degree to which UNDP programmes and projects are strategically aligned with the stated outcome 3. Findings and recommendations of independent evaluations and surveys related to the UNDP contribution to the respective outcome 4. Number of country offices that report contribution to development in the area supported: • Awareness raising • Assessment and planning • Implementation for inclusive development • Building resilience	[reported under original outcome 3.6] • National social compacts concluded
3. National and local institutions have the capacities to fulfill key functions of government for recovery in early post-crisis situations		[reported under original outcome 3.5] • Adoption of disaster preparedness & contingency plans • National disaster management units [reported under original outcome 3.6] • Elections and constitutional referenda following conflict
4. National and local institutions have the capacity to respond to gender-based violence and to increase women's civic engagement, participation and leadership in crisis prevention, ongoing crisis and post-crisis contexts		Indicators to be developed for annual reporting
5. National and local institutions have the capacity to deliver improved justice and security, including safeguarding citizen security, in conflict-affected settings		[reported under original outcome 3.6] • Reconciliation mechanisms established
6. Livelihoods and economic recovery generated, including infrastructure restoration, employment and sustainable income earning opportunities for crisis affected communities		[reported under original outcome 3.9] • Beneficiaries of small grants and work for food programmes • Income/Employment opportunities and work days generated
Goal 4. Managing energy and the environment for sustainable development		
1. Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development		Indicators to be developed for annual reporting
2. Local and national authorities have the capacities to access and integrate multiple sources of public and private environmental financing in support of sustainable human development, including gender equality and poverty reduction		Indicators to be developed for annual reporting
3. National and local governments and communities have the capacities to adapt to climate change and make inclusive and sustainable environment & energy decisions benefitting in particular under-served populations		[reported under original outcome 4.4] • National Adaptation Programmes of Action enacted • Newly established protected areas • Multifunctional platforms available to rural poor

Development effectiveness			
Outputs	**Development Effectiveness output indicators**	**Targets 2012**	**Targets 2013**
Quality of country programming increased **(Corporate sponsor – RBx)**	Compliance with evaluation policy and corporate quality standards (*Source: ERC:* compliance rate with CPD evaluation plans – *Baseline: 28% compliant in 2010*; decentralized evaluation quality ratings – *Baseline: 21% of 2010 outcome evaluations rated satisfactory or better*; implementation rates of management responses – *Baseline: 61% completed/ongoing over past 4 years*)	CPD: 50% Decentral.: 35% Mgmt.resp.: 70%	CPD: 60% Decentral.: 50% Mgmt.resp.: 75%
	CO ROARs quality rating *(Source: new BSC indicator rated by OSG – Baseline:81 ROARs meet or exceed 2010 standard)*	20% increase	20% increase
	Observations of improved CPD results frameworks (SMART indicators) *(Source: Board of Auditors – Baseline: Report on 2008-09 biennium in DP/2011/14)*	UNBOA observes positive progress	UNBOA observes positive progress
	Programme instruments are fit for purpose: Project load and % change in transactional programming requirements *(Source: ATLAS & POPP – Baseline: new metric, to be measured)*	10% decrease	10% decrease
Practice networking and knowledge effectively contributing to development results across regions **(Corporate sponsor –BDP/BCPR)**	Percentage of users satisfied with relevant practice leadership and policy guidance (*Source: HQPSS – Baseline: 58%)*	65%	70%
	Percentage of users satisfied with relevance of programme/project formulation and implementation support (*Source: HQPSS – Baseline: 54%)*	60%	65%
	Teamworks usage indicators: exchanges, discussions, uploads, recommendations and views *(Source: Teamworks – Baseline: 500 unique users per month, with visits from all UNDP regions)*	1,000 unique users/month with regional coverage	2,000 unique users/month with regional coverage
Capacity development approaches fully integrated into UNDP programmes and projects **(Corporate sponsor – BDP)**	Percentage of partners that rate UNDP programmes and projects as effective in developing national capacity *(Source: Partnership Survey – Baseline: 65% rating 1 or 2)*	70%	75%
	Implementation rate of management response to CD evaluation *(Source: ERC – Baseline: schedule per mgmt response Feb 2011)*	90% actions completed or ongoing per schedule	95% actions completed or ongoing per schedule
	Percentage of new country, regional, and global programmes that	10% increase	20% increase

Development effectiveness			
Outputs	**Development Effectiveness output indicators**	**Targets 2012**	**Targets 2013**
	integrate capacity development to support national development *(Source: TBC – capacity marker or results frameworks)*		
Gender equality and women's empowerment is integrated into UNDP programmes and projects in line with the UNDP gender equality strategy **(Corporate sponsor – BDP)**	Percentage of outputs rated as having significant gender impact (*Source: gender marker – Baseline: 17% of 2010 outputs with significant or principal gender contributions)*	25%	30%
	Percentage of outcomes that have specific gender equality results reflected in the ROAR *(Source: RBx/OSG review of ROARs – Baseline: to be set based on 2011 ROARs)*	to be determined	to be determined
	Percentage of partners that rate UNDP as effectively promoting gender equality and women's empowerment *(source: Partnership Survey – Baseline: 67% rating 1 or 2)*	70%	75%
South-South and triangular partnerships fostered to contribute to the achievement of national development goals **(Corporate sponsor – BDP/PB)**	Percentage of units that in ROAR report results to which South-South cooperation contributed *(Source: RBx/OSG review of ROARs – Baseline: new metric, to be measured)*	15% increase	15% increase
	Percentage of partners rating UNDP interventions as effective in contributing to South-South cooperation *(Source: Partnership Survey – Baseline: 53% rating 1 or 2 for promoting South-South)*	60%	65%

Revised Institutional Results Framework

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013
A. Management recurring			
Effective leadership and direction provided to advance the mandate and mission of UNDP **(Corporate sponsor – ExO)**	Degree to which Strategic Plan institutional results are achieved *(Source: Annual Report of the Administrator on the Strategic Plan Baseline: 40% of the Strategic Plan institutional results achieved 40% partially achieved, 4% not achieved*[7])	70% achieved 20% partially achieved	85% achieved 10% partially achieved
	Percentage of partners perceiving UNDP as an effective contributor to the focus areas • MDGs, Poverty *(Baseline: 72%, 53% respectively)* • Democratic Governance *(Baseline: 60%)* • Crisis Prevention and Recovery *(Baseline: 50%)* • Energy and Environment *(Baseline: 59%)* *(Source: Partnership Survey, 2009)*	MDGs: 75% Poverty: 60% Dem. Gov: 65% CPR: 60% E&E: 60%	MDGs: 75% Poverty: 60% Dem. Gov.: 65% CPR: 60% E&E: 60%
	Management efficiency ratio *(Source: Executive Balanced Scorecard)*	Target under development[8]	Target under development
Improved accountability for achieving results at Country Office, Regional and Programme Bureaux levels **(Corporate sponsor – RBx)**	Percentage of Country Offices performance indicators that are satisfactory (*Source: Regional Bureaux Balanced Scorecard – Baseline: 38% achieved; 38% partially achieved in 2009)*	45% achieved	55% achieved
	Percentage of outcomes that are reported as either on-track or achieved *(Source: Executive Balanced Scorecard – Baseline: 72.9%)*	80 %	90 %
	Percentage of evaluations with management responses (*Source: Executive Balanced Scorecard – Baseline: 84.1%)*	90%	95%
	Percentage of risk based audit reports with unsatisfactory ratings *(Source: OAI Database - Baseline: 12% unsatisfactory)*	less than 15%	less than 15%
UNDP human resources effectively managed to attract, develop and retain a talented and diversified workforce **(Corporate sponsor – OHR/BoM)**	Staff satisfaction with work environment (*Source: Executive Balanced Scorecard/Global Staff Survey – Baseline: 66%)*	75 %	75 %
	Gender Balance	**All levels**	**All levels**

[7] This assessment is based on a preliminary analytical review of the annual progress report of the Strategic Plan Institutional Result Framework. Several results are not yet available.

[8] Pending results of Country Office Workload Study

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013
	All levels *(Baseline: Int'l professionals: 45% female)* D1 and above *(Baseline: 39% female)* *(Source: Executive Balanced Scorecard/Global Staff Survey)*	female: 48% **D1 & above** female: 42%	female: 50% **D1 & above)** female: 45%
	Client satisfaction with the quality of Learning and staff development Products and services. *(Source: Products and Services Survey – Baseline: 60%)*	70%	70%
	Average time taken to fill eligible vacancies (candidate pools and other IPs) *(Source: OHR Database – Baseline: 18.5 weeks for fixed-term appointment; N/A candidate pools)*	12 weeks for FTA; 60 days for candidate pools	12 weeks for FTA; 60 days for candidate pools
New and strategic partnerships developed and communications focus enhanced for more strategic positioning of UNDP **(Corporate sponsor – PB)**	Percentage of country office websites compliant with corporate standards (*Source: Executive/ PB Balanced Scorecard – Baseline: 71%)*	82%	93%
	Number of new and strategic partnership agreements, plans and/or modalities launched with emerging global powers. (*Source: New Strategic Partnerships Progress Tracker – Baseline: N/A*)	5	11
	Number of new strategic platforms and/or alliances launched with foundations, private sector, civil society organizations and other partners (*Source: PB Balanced Scorecard – Baseline: 10*)	10	11
Programmatic needs supported by effective and efficient financial, ICT, procurement and administrative policies, procedures and systems **(Corporate sponsor – BoM)**	Percentage of BoM Balanced Scorecard indicators with satisfactory ratings *(Source: BoM Balanced Scorecard – Baseline: 32% achieved; 57% partially achieved in 2009)*	50% achieved	60% achieved
	Percentage of operating units meeting financial data quality standards, including compliance with IPSAS *(Source: Financial Data Quality Dashboard – Baseline: 85%)*	90%	90%
	Percentage of internal audit and UNBOA audit recommendations implemented by target completion date *(Source: Executive /BoM Balanced Scorecard – Baseline: OAI 75.7%, UNBOA 90%)*	OAI: 90% UNBOA: 90%	OAI: 90% UNBOA: 90%
	Percentage of users satisfied with ICT services and tools *(Source: BoM Balanced Scorecard – Baseline: 58% in 2009)*	65%	70%
	Percentage of ACP and RCP procurement cases approved upon first submissions. *(Source: ACP Database – Baseline: 70%)*	75%	75%

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013
Security for staff and premises and a safer environment for programme delivery enhanced **(Corporate sponsor – Security Office/BoM)**	Percentage of country offices meeting minimum operations security standards (MOSS) (*Source: Executive / BoM Balanced Scorecard – Baseline: 63%)*	75%	80%
	Percentage of country offices meeting Business Continuity Plan requirements (*Source: Executive / BoM Balanced Scorecard – Baseline: 79.6%)*	90%	95%
Independent corporate oversight and reasonable assurance provided on the adequacy of internal controls of UNDP resources and on the effectiveness and efficiency of UNDP contributions in support of the achievement of development results **(Corporate sponsor – OAI/Evaluation Office)**	Number of risk-based audit reports of country offices, programmes, projects and other business units and functions issued per year *(Source: OAI Database – Baseline: 69)*	74	74
	Timely review of NGO/NIM audit reports and issuance of review letters (*Source: OAI Database – Baseline: 70% in 2009)*	75%	75%
	Timely completion of programme evaluations (ADRs, regional, global, South-South) for management and Executive Board consideration before approval of the new programme *(Source: EB Website – Baseline: 93% for management 100% for Executive Board)*	100% for both	100% for both
	Timely quality ratings of all planned decentralized evaluations and issuance of rating report *(Source: Evaluation Resource Centre – Baseline: N/A)*	Target under development	Target under development

A. Management: non-recurring			
To be determined			

B. United Nations development coordination			
UNDP management of the resident coordinator system enhanced **(Corporate sponsor – PB)**	Percentage of completed UNDP actions in response to the Management and Accountability System Report and Implementation Plan *(Source: PB Balanced Scorecard – Baseline: 80%)*	90%	100%
Ownership of the resident coordinator system by the United Nations development system strengthened **(Corporate sponsor – PB)**	Percentage of UN System partners satisfied with UNDP's management of the resident coordinator system (*Source: PB Balanced Scorecard – Baseline: 69% in 2009)*	72%	75%
Effective coordination and facilitation on programming and common business	Percentage of DOCO outputs achieved in the UNDG work plan (*Source: UNDG work plan – Baseline: 90%)*	95%	100%

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2012	Target 2013
operations provided to the United Nations country team **(Corporate sponsor – DOCO)**			

C. Special purpose			
UNV programmatic needs supported by effective and efficient management **(Corporate sponsor – UNV)**	Percentage increase in the number of UN Volunteers and other volunteers associated with UNV mobilized for Millennium Development Goals, humanitarian, post crisis and peace building activities *(Source: HCM and UNV database – Baseline: 7,960 UNV; 15,109 online volunteer assignments)*	5% increase	5% increase
UNCDF programmatic needs supported by effective and efficient management **(Corporate sponsor – UNCDF)**	Percentage of Least Developed Countries where UNCDF is active in which contributions are integrated in the United Nations country level programming framework *(Source: UNCDF scorecard – Baseline: 70%)*	85%	100%

Annex IV: Provisional 2010 development expenditures

Table 4: Provisional 2010 development expenditure (regular, other, non-LDC, LDC) by strategic plan focus area, key result area and outcome

Strategic plan focus area/key result area/outcome	2010 development expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
Focus area 1: Achieving the MDGs and reducing human poverty										
Key result area 1.1: Promoting inclusive growth, gender equality and MDG achievement										
1. MDG-based national development strategies promote growth and employment, and reduce economic, gender and social inequalities	75,425	17%	204,280	46%	168,482	38%	297,630	66%	150,557	448,187
2. Enhanced national and local capacities to plan, monitor, report and evaluate the MDGs and related national development priorities, including within resource frameworks	29,651	17%	63,896	36%	82,529	47%	126,773	72%	49,303	176,076
3. Policies, institutions and mechanisms that facilitate the empowerment of women and girls strengthened and implemented	2,763	36%	2,605	34%	2,242	29%	7,625	100%	(16)	7,609
4. Macroeconomic policies, debt-sustainability frameworks, and public financing strategies promote inclusive growth and are consistent with achieving the MDGs	7,600	32%	5,008	21%	11,462	48%	17,362	72%	6,708	24,070
5. Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs	23,311	28%	44,338	53%	16,488	20%	30,510	36%	53,627	84,137
6. Policies, strategies and partnerships established to promote public-private sector collaboration and private-sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services	21,622	14%	102,332	68%	25,522	17%	72,093	48%	77,382	149,475
Unit defined outcomes	3,520	14%	15,461	61%	6,428	25%	24,276	96%	1,133	25,409
Key result area 1.1 total	**163,891**	**18%**	**437,920**	**48%**	**313,152**	**34%**	576,269	63%	**338,694**	**914,963**
Key result area 1.2: Fostering inclusive globalization										
7. Enhanced national capacities to integrate into the global economic system and to compete internationally, consistent with the achievement of the MDGs and other internationally agreed development goals.	8,230	21%	21,594	56%	8,559	22%	27,659	72%	10,725	38,384

Strategic plan focus area/key result area/outcome	2010 development expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
8. Strengthened national capacities to negotiate and manage development finance, including aid and debt, consistent with the achievement of the MDGs and other internationally agreed development goals	2,083	84%	217	9%	184	7%	128	5%	2,356	2,484
Unit defined outcomes	-	0%	-	0%	424	100%	424	100%	-	424
Key result area 1.2 total	**10,313**	**25%**	**21,811**	**53%**	**9,167**	**22%**	28,211	68%	**13,081**	**41,291**
Key result area 1.3: Mitigating the impact of HIV/AIDS on human development										
9. AIDS responses integrated into poverty reduction strategies, MDG-based national development plans, and macroeconomic processes	2,009	2%	126,596	98%	198	0%	125,664	98%	3,138	128,803
10. Strengthened national capacity for inclusive governance and coordination of AIDS responses, and increased participation of civil society entities and people living with HIV in the design, implementation and evaluation of AIDS programmes	4,842	12%	30,584	77%	4,416	11%	24,244	61%	15,597	39,841
11. Policies and programmes implemented through multi-stakeholder approaches to protect the human rights of people affected by AIDS, mitigate gender-related vulnerability, and address the impact of AIDS on women and girls	3,796	53%	3,193	45%	155	2%	6,794	95%	350	7,144
12. Strengthened national capacities for implementation of AIDS funds and programmes financed through multilateral funding initiatives, including the Global Fund to fight AIDS, Tuberculosis and Malaria	2,175	1%	169,382	99%	261	0%	39,812	23%	132,006	171,818
Unit defined outcomes	1,484	137%	(403)	-37%	-	0%	1,081	100%	-	1,081
Key result area 1.3 total	**14,305**	**4%**	**329,354**	**94%**	**5,028**	**1%**	197,595	57%	**151,092**	**348,687**
Unit defined key results total	24,975	57%	7,771	18%	10,754	25%	43,041	99%	458	43,500
Focus area 1 total	**213,485**	**16%**	**796,856**	**59%**	**338,101**	**25%**	845,116	63%	**503,325**	**1,348,441**
Focus area 2: Fostering democratic governance										
Key result area 2.1: Fostering inclusive participation										

Strategic plan focus area/key result area/outcome	2010 development expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
13. Civil society, including civil society organizations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	10,186	15%	39,772	58%	18,510	27%	40,545	59%	27,923	68,468
14. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	6,907	3%	191,441	93%	8,571	4%	34,507	17%	172,413	206,919
15. Access to information policies support accountability and transparency	1,302	3%	5,960	13%	38,176	84%	44,565	98%	872	45,437
Unit defined outcomes	2,274	8%	25,623	89%	823	3%	7,679	27%	21,041	28,720
Key result area 2.1 total	**20,669**	**6%**	**262,796**	**75%**	**66,080**	**19%**	127,295	36%	**222,250**	**349,545**
Key result area 2.2: Strengthening responsive governing institutions										
16. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	67,205	16%	210,798	50%	140,914	34%	268,236	64%	150,681	418,917
17. Legislatures, regional elected bodies and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	12,352	29%	21,619	50%	9,247	21%	16,163	37%	27,055	43,218
18. Effective, responsive, accessible and fair justice systems promote the rule of law, including both formal and informal processes, with due consideration on the rights of the poor, women and vulnerable groups	16,649	12%	83,898	59%	42,852	30%	67,450	47%	75,948	143,399
Unit defined outcomes	8,570	23%	17,859	48%	10,401	28%	35,631	97%	1,199	36,830
Key result area 2.2 total	**104,776**	**16%**	**334,174**	**52%**	**203,414**	**32%**	387,481	60%	**254,883**	**642,364**
Key result area 2.3: Support national partners to implement democratic governance practices grounded in human rights, gender equality and anti-corruption										
19. Strengthened capacities of human rights institutions	12,611	15%	59,266	72%	9,968	12%	37,003	45%	44,841	81,845
20. Strengthened national-, regional- and local-level capacity to mainstream gender equality and women's empowerment in government policies and institutions	14,991	24%	43,398	71%	2,981	5%	24,178	39%	37,192	61,370
21. Strengthened national-, regional- and local-level capacity to implement anti-corruption activities	1,484	9%	15,454	91%	81	0%	15,610	92%	1,409	17,018

Strategic plan focus area/key result area/outcome	2010 development expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
Unit defined outcomes	6,283	42%	8,440	56%	267	2%	11,140	74%	3,850	14,990
Key result area 2.3 total	**35,368**	**20%**	**126,558**	**72%**	**13,296**	**8%**	87,931	50%	**87,292**	**175,223**
Unit defined key results total	5,006	31%	11,338	69%	59	0%	10,189	62%	6,214	16,403
Focus area 2 total	**165,819**	**14%**	**734,866**	**62%**	**282,849**				**570,638**	**1,183,534**
Focus area 3: Supporting crisis prevention and recovery										
Key result area 3.1: Enhancing conflict and disaster risk management capabilities										
22. Solutions generated for national disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e. UN, other international organizations, bilateral partners)	9,570	18%	27,402	52%	15,965	30%	40,346	76%	12,591	52,937
23. *Disaster:* Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of systemic shocks from natural hazards	18,079	28%	45,033	69%	1,701	3%	37,080	57%	27,733	64,813
24. *Conflict:* Strengthened national capacities, with participation of women, to prevent, mitigate and cope with impact of violent conflict	1,438	5%	24,025	82%	3,691	13%	17,236	59%	11,918	29,153
Unit defined outcomes	955	15%	4,543	73%	700	11%	6,198	100%	-	6,198
Key result area 3.1 total	**30,042**	**20%**	**101,002**	**66%**	**22,057**	**14%**	100,860	66%	**52,242**	**153,102**
Key result area 3.2: Strengthened post-crisis governance functions										
25. Early post-crisis resumption of local governance functions	-	-	-	-	-	-	-	-	-	-
26. *Disaster:* Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	2,260	11%	18,199	89%	(5)	0%	20,455	100%	-	20,455
27. *Conflict:* Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict	9,051	2%	573,315	98%	1,878	0%	8,574	1%	575,671	584,245
Unit defined outcomes	-	-	7,677	100%	-	0%	7,677	100%	-	7,677
Key result area 3.2 total	**11,312**	**2%**	**599,192**	**98%**	**1,873**	**0%**	36,706	6%	**575,671**	**612,377**
Key result area 3.3: Restoring the foundations for development										
28. Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations	4,662	-	24,908	84%	(1)	0%	29,568	100%	-	29,568

Strategic plan focus area/key result area/outcome	2010 development expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
29. *Conflict:* Post-crisis community security and cohesion restored	10,269	8%	109,888	86%	6,982	5%	20,100	16%	107,039	127,139
30. Post-crisis socio-economic infrastructure restored, employment generated, economy revived; affected groups returned/reintegrated	20,533	17%	96,758	79%	4,644	4%	61,516	50%	60,418	121,935
Unit defined outcomes	1,498	21%	4,761	67%	874	12%	211	3%	6,922	7,133
Key result area 3.3 total	**36,961**	**13%**	**236,315**	**83%**	**12,499**	**4%**	111,395	39%	**174,379**	**285,774**
Unit defined key results total	437	59%	301	41%	5	1%	453	61%	290	743
Focus area 3 total	**78,752**	**7%**	**936,811**		**36,434**	**3%**			**802,582**	**1,051,996**
Focus area 4: Managing energy and the environment for sustainable development										
Key result area 4.1: Mainstreaming environment and energy										
31. Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems	26,029	8%	213,218	69%	70,686	23%	257,625	83%	52,307	309,933
Unit defined outcomes	93	38%	148	61%	2	1%	243	100%	-	243
Key result area 4.1 total	**26,122**	**8%**	**213,366**	**69%**	**70,687**	**23%**	257,868	83%	**52,307**	**310,176**
Key result area 4.2: Catalyzing environmental finance										
32. Countries develop and use market mechanisms to support environmental management	(11,342)	112%	968	-10%	288	-3%	10,669	-106%	(20,755)	(10,085)
Unit defined outcomes	92	4%	2,193	94%	48	2%	2,332	100%	-	2,332
Key result area 4.2 total	**(11,250)**	**145%**	**3,161**	**-41%**	**336**	**-4%**	13,001	-168%	**(20,755)**	**(7,753)**
Key result area 4.3: Promoting climate change adaptation										
33. Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans	6,892	17%	29,051	71%	4,689	12%	32,901	81%	7,731	40,632
Unit defined outcomes	-	0%	139	100%	-	0%	139	100%	-	139
Key result area 4.3 total	**6,892**	**17%**	**29,190**	**72%**	**4,689**	**12%**	33,041	81%	**7,731**	**40,771**
Key result area 4.4: Expanding access to environmental and energy services for the poor										

Strategic plan focus area/key result area/outcome	2010 development expenditure, in thousands of dollars, %									
	Regular resources	% of total	Other donor resources	% of total	Local resources	% of total	Non-LDC expenditure	% of total	LDC expenditure	Grand total
34. Strengthened capacity of local institutions to manage the environment and expand environment and energy services, especially to the poor	9,771	7%	97,365	74%	24,237	18%	109,564	83%	21,809	131,373
Unit defined outcomes	24	1%	2,105	94%	103	5%	2,231	100%	-	2,231
Key result area 4.4 total	**9,795**	**7%**	**99,470**	**74%**	**24,340**	**18%**	**111,795**	**84%**	**21,809**	**133,604**
Unit defined key results total	4,152	13%	24,596	78%	2,879	9%	26,682	84%	4,944	31,627
Focus area 4 total	**35,711**	**7%**	**369,783**		**102,931**		**442,387**	**87%**	**66,037**	**508,425**
Total development expenditure linked to the strategic plan development results framework	***493,766***		***2,838,316***		***760,314***		***2,149,814***	***1***	***1,942,582***	***4,092,396***
Other development expenditure including development effectiveness	***136,244***		***520,460***		***48,857***		***430,668***	***1***	***274,893***	***705,561***
Grand Total development expenditure	**630,010**		**3,358,776**		**809,171**		**2,580,482**	**54%**	**2,217,475**	**4,797,957**

Annex V: Data responding to Executive Board requests

Comparison of UNDP expenditure on UN system coordination and programming (decisions 2009/22, 2009/9, and 2008/24)

Executive Board Decision2009/9 requested UNDP to include a "comprehensive comparative analysis of its spending for United Nations system coordination and programming". The UNDP Strategic Plan broadly estimated $500 million as the overall total for United Nations coordination for 2008-2011, annualized at $125 million over the period of the Plan. Using 2005 figures as the latest available at the time of preparation of the Plan, these annualized estimates translated into 0.8% of the total operational expenditure for development activities of the UN system.

According to UN DESA, total expenditure on coordination for UN operational activities in 2010 totaled $211-257 million (including staff time allocated for coordination). Actual support for the UN Resident Coordinator System from or through UNDP in 2010 totaled $153 million, plus $33 million raised from donors by the Development Operations Coordination Office (DOCO). Other costs were borne by other agencies. Coordination costs in 2010, including UNDP staff costed time for UN coordination, therefore, stood at approximately 2 per cent of the total expenditure for operational activities for development of the UN system (this rate drops to 1.25 per cent if humanitarian activities are also included).

Executive Board Decision 2009/22 also requested UNDP to provide, in its annual report to the Board, information on workload studies related to its United Nations development coordination function and associated costs. In this regard, the aggregate cost of UNDP support to the "coordination" function at the country level comprises staff, including the resident coordination/resident representative salary portion, as well as operational and administrative support costs. It represents a percentage of a UNDP country office cost based on workload survey as presented in Executive Board document DP/2008/3. In 2010, it represented 27 percent, down slightly from previous years.

(sources: DESA April 2010 draft costs and benefits of coordination of the UN operational activities for development and; Methodology and approach to the UNDP biennial support budget, 2011 – 2011 18 August 2009, DP/2009/30).

Table 5: Provisional 2010 programme expenditure by region in thousands of US dollar (decision 2008/14)

Region	Regular Resources	Other Resources	Total Expenditure
RBA	226,439	885,943	1,112,381
RBAP	139,561	1,185,709	1,325,270
RBAS	40,592	579,230	619,822
RBEC	38,326	317,456	355,782
RBLAC	35,061	796,115	831,176
PAPP	4,100	52,479	56,578
CO Total	***484,079***	***3,816,931***	***4,301,010***
HQ Total	***101,661***	***336,440***	***438,101***
Adjustments[9]	***2,838***	***14,576***	***17,413***
Grand Total	**588,578**	**4,167,947**	**4,756,524**[10]

[9] Related to prior year activities

Annex VI: Overview of the status of implementation of management responses to independent evaluations and list of evaluations conducted during 2010

The present annex is submitted in compliance with the request contained in Executive Board decision 2011/3 (paragraph 7) regarding the evaluation policy. It provides an overview of the status of implementation of key actions in management responses to independent evaluations completed since 2006, and decentralized evaluations completed since 2008.

I. Introduction

In approving the revised UNDP evaluation policy at its first regular session 2011, the Executive Board urged UNDP, "in order to enhance learning and accountability, to further improve the preparation, submission and tracking of management responses to independent and decentralized evaluations *[…]*". The Executive Board also requested UNDP "to include an overview of the status of the implementation of management responses in the annual report of the Administrator". The present annex responds to that request. It was prepared based on statistical information available in the Evaluation Resource Centre (ERC) database (erc.undp.org) as of 21 April 2011.

The 2011 evaluation policy of UNDP states that "the evaluations conducted by UNDP fall into two categories: independent evaluations conducted by the Evaluation Office, and decentralized evaluations commissioned by programme units, and conducted by independent external experts." Independent evaluations conducted by the Evaluation Office include thematic evaluations and programmatic evaluations, which fall into two categories: (a) global, regional and South-South programme evaluations, and (b) assessments of development results. Decentralized evaluations include evaluations of global, regional, country and south-south programmes, UNDAF, cluster of projects and programmes in a given outcome area (outcome evaluation), project, theme and cross-cutting issues. UNDP evaluation policy states that "all evaluations will have a management response that should be systematically implemented by UNDP", and that "the status of follow-up actions should be updated by management in the tracking system" (ERC).

Section II below provides a statistical overview of the status of implementation of key actions in management responses to independent evaluations conducted by the Evaluation Office since the Executive Board approved the first UNDP evaluation policy in its decision 2006/20. It also provides a statistical overview of the status of implementation of key actions in management responses to decentralized evaluations completed since 2008, which is the first year of the strategic plan period, and of implementation of the UNDP accountability system.

Efforts to strengthen results-based management and to further enhance the relevance, quality and usefulness of evaluation in UNDP are on-going. In line with the revisions that were made to the Evaluation Policy to clarify roles and responsibilities, and improve the evaluation practice at all levels of the organization, UNDP management is continuously promoting the use of evaluation to support organizational learning and a culture of results. The Organisational Performance Group chaired by the Associate Administrator reviews evaluation findings and issues on a semi-annual basis. The Country Office performance ("CO Scan") exercises conducted semi-annually between each regional bureau and the Associate Administrator review key evaluation findings that merit regional or corporate attention, and they review CO performance in terms of decentralized evaluations, and management responses to evaluations. Lessons learned from the recent round of thematic evaluations and from the use of evaluation in the preparation of this Mid-Term Review of the Strategic Plan are being documented and will be discussed in the Organisational Performance Group, with follow-up actions identified.

[10] Excludes $41.4m in development effectiveness within the Biennial Support Budget (under regular resources)

Statistical overview

1. Status of implementation of management responses to independent evaluations since 2006

Evaluation	Management response uploaded to ERC	Key actions planned	Status of key actions				
			Completed / ongoing*	Initiated	Not initiated	No longer applicable	Overdue **
2006							
Evaluation of UNDP Support to Conflict-affected Countries	Yes	18	18	0	0	0	0
Evaluation of National Human Development Report System	Yes	28	12	16	0	0	16
Joint Evaluation of the International Response to the Indian Ocean Tsunami	Yes	72	69	3	0	0	
Joint Assessment: UNIDO-UNDP Cooperation Agreement pilot phase	Yes	5	4	1	0	0	1
Assessment of Development Results: Serbia	Yes	12	12	0	0	0	0
Assessment of Development Results:- Montenegro	Yes	15	15	0	0	0	0
Totals 2006							
6 evaluations	6	150	130	20	0	0	17
2007							
Evaluation of RBM in UNDP	Yes	15	14	0	0	1	0
Evaluation of Regional Cooperation Framework for Africa 2002-2006	Yes	19	8	11	0	0	7
Evaluation of Second Regional Cooperation Framework for Asia and the Pacific - 2002-2006	Yes	6	5	1	0	0	0
Evaluation of Second Regional Cooperation Framework for Latin America and the Caribbean 2002-2006	Yes	27	13	14	0	0	7
Evaluation of the Global Environment Facility (GEF) activity cycle and modalities	Yes	5	5	0	0	0	0
Assessment of Development Results: Bhutan	Yes	23	23	0	0	0	0
Assessment of Development Results: Jordan	Yes	43	43	0	0	0	0
Assessment of Development Results: Nicaragua	Yes	26	26	0	0	0	0
Assessment of Development Results: Colombia	Yes	33	33	0	0	0	0
Totals 2007							
9 evaluations	9	197	170	26	0	1	14

Evaluation	Management response uploaded to ERC	Key actions planned	Status of key actions				
			Completed / ongoing*	Initiated	Not initiated	No longer applicable	Overdue **
2008							
Evaluation of Role and Contribution of UNDP in Environment and Energy	Yes	15	11	4	0	0	3
Evaluation of the Third Global Cooperation Framework	Yes	19	12	6	0	1	0
Evaluation of the GEF Small Grants Programme	Yes	16	15	1	0	0	1
Evaluation of the Role of UNDP in the Net Contributor Countries of the Arab Region	Yes	27	4	23	0	0	23
Joint Evaluation of the UNDG Contribution to the Implementation of the Paris Declaration on Aid Effectiveness	Yes	14	12	2	0	0	1
Evaluation of UNDP Contribution to South-South Cooperation	Yes	12	12	0	0	0	0
Assessment of Development Results: Ecuador	Yes	6	6	0	0	0	0
Assessment of Development Results: Republic of Congo	Yes	20	7	13	0	0	13
Assessment of Development Results: Benin	Yes	12	6	6	0	0	6
Assessment of Development Results: Rwanda	Yes	8	4	4	0	0	4
Assessment of Development Results: Argentina	Yes	21	0	21	0	0	0
Totals 2008							
11 evaluations	11	170	89	80	0	1	51
2009							
Evaluation of the third Regional Cooperation Framework for Arab States	Yes	0	0	0	0	0	0
Evaluation of the Third Regional Cooperation Framework in Europe and the Commonwealth of Independent States	Yes	0	0	0	0	0	0
Joint Evaluation of the UNDP-United Nations Industrial Development Organization cooperation agreement	Yes	10	9	0	1	0	0
Joint evaluation of the role and contribution of the United Nations system in the Republic of South Africa	No	0	0	0	0	0	0
Assessment of Development Results: Tajikistan	Yes	33	7	26	0	0	0
Assessment of Development Results - Uganda	Yes	31	21	9	1	0	0
Assessment of Development Results: Botswana	Yes	14	7	4	3	0	7
Assessment of Development Results: Uzbekistan	Yes	14	14	0	0	0	0
Assessment of Development Results: Guatemala	Yes	34	29	5	0	0	0
Assessment Development Results: Afghanistan	No	0	0	0	0	0	0

Evaluation	Management response uploaded to ERC	Key actions planned	Status of key actions				
			Completed / ongoing*	Initiated	Not initiated	No longer applicable	Overdue **
Assessment of Development Results: Barbados and OECS	Yes	29	18	11	0	0	9
Assessment of Development Results: Bosnia and Herzegovina	Yes	7	6	0	1	0	0
Assessment of Development Results: Philippines	Yes	26	13	12	1	0	1
Assessment of Development Results: Seychelles	Yes	0	0	0	0	0	0
Assessment of Development Results: Chile	Yes	26	6	14	5	1	12
Assessment of Development Results: Burkina Faso	Yes	0	0	0	0	0	0
Assessment of Development Results: Peru	Yes	17	7	9	1	0	5
Totals 2009							
17 evaluations	15	241	137	90	13	1	34
2010							
Evaluation of UNDP Contribution to Strengthening Local Governance	Yes	10	0	3	7	0	0
Evaluation of UNDP Contribution at the Regional Level to Development and Corporate Results	Yes	15	4	7	4	0	0
Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: The Poverty-Environment Nexus	Yes	11	0	4	7	0	0
Evaluation of UNDP Contribution to Strengthening National Capacities	Yes	14	4	2	8	0	1
Evaluation of UNDP Contribution to Disaster Prevention and Recovery	Yes	17	0	15	2	0	0
Independent Review of the UNDP Evaluation Policy	Yes	24	17	7	0	0	5
Assessment of Development Results: Somalia	Yes	0	0	0	0	0	0
Assessment of Development Results: Georgia	Yes	13	9	2	2	0	3
Assessment of Development Results: Cambodia	Yes	18	1	17	0	0	0
Assessment of Development Results: China	No	0	0	0	0	0	0
Assessment of Development Results: Maldives	Yes	25	4	21	0	0	0
Assessment of Development Results: Turkey	Yes	0	0	0	0	0	0
Assessment of Development Results: Indonesia	Yes	22	8	11	3	0	5
Assessment of Development Results: Guyana	Yes	33	11	19	3	0	11
Assessment of Development Results: Zambia	Yes	9	9	0	0	0	0
Totals 2010							

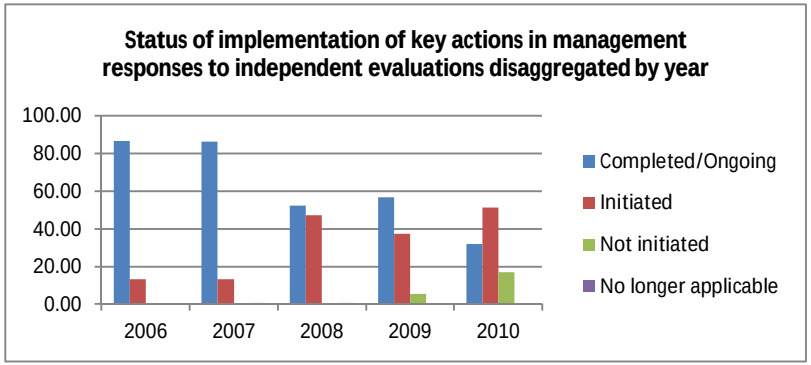
Evaluation	Management response uploaded to ERC	Key actions planned	Status of key actions				
			Completed/ ongoing*	Initiated	Not initiated	No longer applicable	Overdue **
15 evaluations	14	211	67	108	36	0	25
Grand Totals							
58 evaluations	**55**	**969**	**593**	**324**	**49**	**3**	**141**

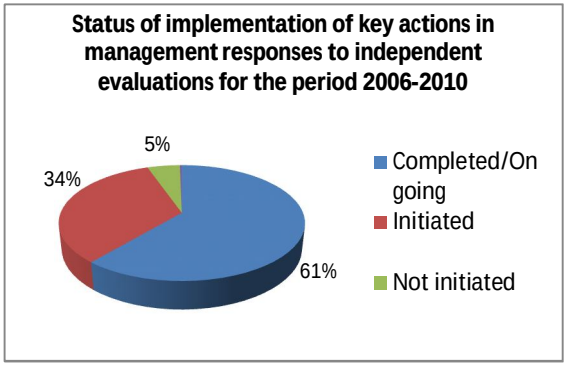
Source: ERC management response dashboard (erc.undp.org), 21 April 2011.

* Note that the ERC management response dashboard provides the option to enter actions as 'ongoing'. Such actions have no set deadline for completion, but the responsible units are implementing them. Therefore, they are considered 'completed' for the reporting purposes.

** The figures in this column show the number of initiated, not initiated and/or no longer applicable key actions that are overdue.

The figures below show that good progress has been made over the period in implementing management responses. More than 85% of key actions in management responses to independent evaluations completed in 2006 and 2007 have been implemented. For 2008 and 2009, the percentage of key actions that have been completed is slightly above 50%. UNDP has also implemented more than 30% of key actions in management responses to evaluations completed in 2010, including the five thematic evaluations presented to the Executive Board in February 2011. The implementation rates for the entire period are 61% completed/ongoing actions, 34% initiated actions, and 5% not initiated.





2. Status of implementation of management responses to decentralized evaluations since 2008

Six hundred and eighty-four evaluations were conducted at the decentralized level over the period 2008-2010. The table below provides overall statistics on the status of implementation of key actions in the management responses to these evaluations.

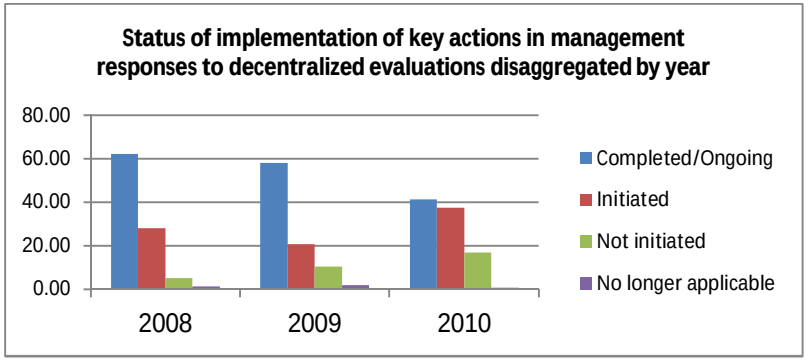
Completion Year	Number of evaluations	Management response uploaded to ERC	Key actions planned	Status of key actions				
				Completed/Ongoing*	Initiated	Not initiated	No longer applicable	Overdue**
2008	202	186	1214	797	342	60	15	320
2009	251	236	1957	1317	403	203	34	502
2010	231	203	1765	791	664	298	12	291
Total	**684**	**625**	**4936**	**2905**	**1409**	**561**	**61**	**1182**

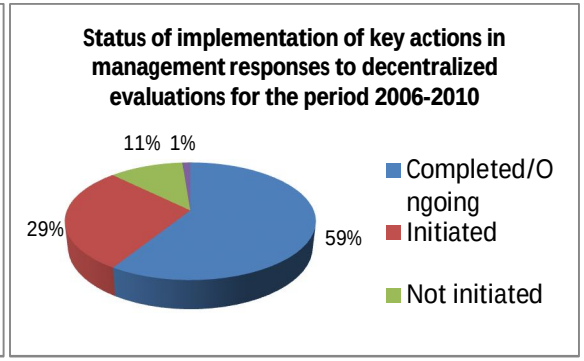
Source: ERC management response dashboard (erc.undp.org), 21 April 2011.

* Note that the ERC management response dashboard provides the option to enter actions as 'ongoing'. Such actions have no set deadline for completion, but the responsible units are implementing them. Therefore, they are considered 'completed' for the reporting purposes.

** The figures in this column show the number of initiated, not initiated and/or no longer applicable key actions that are overdue.

The figure below shows that approximately 60% of key actions in management responses to decentralized evaluations completed in 2008 and 2009 have been implemented. For 2010, the percentage of key actions that have already been completed is slightly above 40%. The implementation rates for the entire period are 59% completed/ongoing actions, 29% initiated actions, and 11% not initiated.





3. List of evaluations conducted during 2010 (decision 2009/9)

a. Evaluations conducted by UNDP Evaluation Office – see table above section II

b. Evaluations conducted by country offices -see DP/2011/24 Annex

Annex VII: Sources of information appearing in the midterm review and the annual report

Paragraph 27: *Food Insecurity In The World*, FAO, 2009, page 4

Paragraph 27: Chen and Ravallion, March 2009 (http://www.voxeu.org/index.php?q=node/3520)

Paragraph 27: Jed Friedman and Norbert Schady, *How Many More Infants are Likely to Die in Africa as a Result of the Global Financial Crisis?* 2009 (http://siteresources.worldbank.org/INTAFRICA/Resources/AfricaIMR_FriedmanSchady_060209.pdf)

Paragraph 75: *MOPAN Common Approach – UNDP 2009,* Feb 2010

Paragraph 92: For a comprehensive review of trends and dynamics in civil wars consult Blatmann, C. and Miguel, E. (2010) "Civil War", Journal of Economic Literature 2010, 48:1, 3–57. http:www.aeaweb.org/articles.php?doi=10.1257/jel.48.1.3

Paragraph 92: Millennium Development Goals, Global Monitoring Report 2007.

Paragraph 93: Geneva Declaration Secretariat (2010) More Violence, Less Development: A Preliminary Assessment of MDG Achievement. Geneva

Paragraph 93: World Bank (2010) MDG Monitor. Washington DC: World Bank.

Paragraph 122: The exact question was, "Considering your responses to the previous question, to what extent do you perceive UNDP to be a critical partner in achieving these same goals in this programme country?" Positive responses were considered those who selected 1 ("A great deal") or 2 on a 5-point scale (with 5 being "not at all").

Paragraph 141: *Evaluation of UNDP Contribution to Strengthening National Capacities*, 2010

Paragraph 146: *Empowered and Equal – UNDP Gender Equality Strategy 2008-2011*, 2008

Paragraph 147: *Mid-Term Review of the UNDP Gender Equality Strategy*, (to be published in 2011)

Paragraph 153: *2007 evaluation of UNDP's contribution to South-South Partnerships,* UNDP, 2007

Paragraph 155: *Evaluation of UNDP Contribution to Strengthening Local Governance* (2010)

Paragraph 157: *Swedish Assessment of Multilateral Organisations – The United Nations Development Programme (UNDP),* 2008

Paragraph 163: *Assessment of Development Results – Afghanistan* (2009)

Paragraph 203: Strategic plan estimates presented in DP/2007/43/Rev.1 have been adjusted in line with EB decision 2009/22 on cost classification and include an additional $260 million that were not included in the Strategic Plan. The $260 million adjustment (increase) relates to the newly established 'Special Purpose' category and is comprised of $170 million in General Assembly mandated activities, $5 million in capital investments, and $85 million in reimbursable services to other United Nations organizations. An amount of $130 million related to UNV and UNCDF has been shifted from 'UN Development Coordination' to the newly established category 'Special Purpose'.

Paragraph 210:*"The Path to Achieving the Millennium Development Goals: A Synthesis of Evidence From Around the World,"* UNDP, 2010

Paragraph 213:*"Unlocking Progress: MDG Acceleration on the Road to 2015,"* UNDP, 2010

Paragraph 254: Afghanistan, the Democratic Republic of the Congo, Iraq, Sierra Leone and Timor-Leste