**Annex 1: UNCDF Strategic Framework 2018-2021: Integrated Results and Resources Matrix (IRRM)**

The Integrated Results and Resources Matrix (IRRM) translates the UNCDF Strategic Framework 2018-2021 into results that allow UNCDF and stakeholders to monitor and assess its key achievements, draw lessons, and hold the organization accountable for its development contributions. The IRRM is part of UNCDF’s results-based management system, which also includes conducting regular internal thematic assessments; programme and financial reviews; case studies; and external evaluations. Together, the results-based management system supports informed, evidence-based decision-making and management of the full range of UNCDF’s interventions.

The IRRM follows the theory of change proposed in the Strategic Framework, with a three-tier results structure – 1) impact; 2) outcome; and 3) outputs. It also presents indicators on institutional effectiveness centred on UNCDF’s 1) financing model and capital resources; 2) partnerships with public and private stakeholders; 3) management; 4) people, and 5) knowledge, communications, and advocacy.

UNCDF commissioned an external review of its results-based measurement system, financed by UNDP’s Independent Evaluation Office (IEO) in 2017. In general, the review found the IRRM 2014-2017 to be well aligned with the Strategic Framework and for it to be a cost-effective system. Gender equality and women’s empowerment were found to be well embedded in the IRRM following its update in 2016, but with room for further improvement. At the same time, the review also presented some technical recommendations for improvement; these have been addressed in the current IRRM as follows:

* Reduce complexity: UNCDF has reduced the levels of results and number of indicators from 16 levels (3 outcomes, 6 outputs, 7 institutional effectiveness) and 80 indicators in the last IRRM (2014-2017) to 11 levels (1 impact, 2 outcomes, 3 outputs, 5 institutional effectiveness) and 51 indicators in the proposed IRRM (2018-2021).
* Reflect evolving theories of change especially on market systems development & partnerships: To better capture the evolution in UNCDF’s work as it relates to building inclusive markets and finance systems and unlocking public and private finance, the IRRM introduces market and systems development indicators under the outcome level and reinforces partnership and leverage indicators under output 2.
* Ensure clearer results attribution and visible links between resources and results: UNCDF has introduced more robust measurements of UNCDF’s capital investments and leverage under output 1 and outcome 2, disaggregated by diversified investment tools.
* Integrate presentation of results: Rather than focusing on results by each of UNCDF’s two practice areas, UNCDF has now integrated financial inclusion and local development finance results in support of the two outcomes areas of market and systems development and unlocking finance for the poor.
* Annual targets for results: UNCDF introduced annual targets for indicators[[1]](#footnote-1) based on past results trends in connection with resource estimates.

**Tier One: Impact**

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| **Impact: Making finance work for poor men and women, SMEs, and local governments** |
| **Impact indicators** | **Baseline** | **Milestone (2021)** | **Global target (2030)** |
| 1 | Proportion of population below the international poverty line ($1.90 a day), by sex, age, employment status and geographical location in LDCs | Overall: 37.94%Female: 38.04%(For 25 years & over in 2016) | Direction of travel: Reduction in value  | Overall: (virtual 0%)Female: (virtual 0%) |
| **Common indicators**: UNDP, UNICEF, UNWOMEN**Corresponding SDG target**: **1.1** By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day (SDG indicator 1.1.1)**Data source:** UN SDG Global Database (Indicator custodian: World Bank)**Approach to the indicator**: The indicator will aggregate the available data for the LDCs. Results will be presented based on data availability from custodian agency and UN SDG Global Database.  |
| 2 | Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider, disaggregated by sex, in LDCs | 24% (in 2014)[[2]](#footnote-2)  | Direction of travel: Increase | Direction of travel: Increase |
| **Common indicators**: N/A**Corresponding SDG target**: **8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all (SDG indicator 8.10.2)**Data source:** UN SDG Global Database (Indicator custodian: World Bank)**Approach to the indicator**: The indicator will aggregate the available data for the LDCs. Results will be presented based on data availability from custodian agency and UN SDG Global Database.  |
| 3 | Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to LDCs | $28,679.08 million (in 2015) | Direction of travel: Increase | Direction of travel: Increase |
| **Common indicators**: UNDP**Corresponding SDG target**: **17.9** Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation (SDG indicator 17.9.1)**Data source:** UN SDG Global Database (Indicator custodian: OECD), OECD DAC Statistics **Approach to the indicator**: The indicator will aggregate the available data for the LDCs. Results will be presented when data is available from custodian agenda. |

**Tier Two: Outcome**

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| **Outcome 1: Enhanced inclusive financial markets and local development finance systems that benefit poor and vulnerable populations** |
| **Outcome indicators** | **Baseline[[3]](#footnote-3)** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| 1.1 | New or improved financial products a) piloted and b) scaled up by UNCDF-supported FSPs  | a) 32b) 30 | a) 15b) 7 | a) 19b) 10 | a) 23b) 14 | a) 27b) 17 |
| **Corresponding SDG target: 1.4** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance; **5.a** Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws; **8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.**Related UNCDF IRRM 2014-2017 indicator:** Combined Outcome indicator 2.b and Output indicator 2.1.1**Data source:** FSPs survey; Project reports**Approach to the indicator (incremental):** Scaled products indicate products continuing beyond the piloting stage and involves increasing the geographic outreach, target client outreach and/or increasing the institutional scale of the product compared to the pilot stage. The exact definition of ‘scale up’ will depend on the programme and country context.  |
| 1.2 | Active clients reached by UNCDF-supported FSPs disaggregated by products and sex  | a) savings: 3.1m (44%)[[4]](#footnote-4)b) loans: 1.7m (54%)c) payment: 11m (37%)d) insurance: 0.26m (35%) | a) 3.7m (46%)b) 2m (50%)c) 14m (42%)d) 0.35m (41%) | a) 4.3m (47%)b) 2.3m (50%)c) 18m (45%)d) 0.44m (44%) | a) 4.8m (48%)b) 2.6m (50%)c) 18.4m (47%)d) 0.54m (47%) | a) 5.6m (50%)b) 2.9m (50%)c) 18.5m (50%)d) 0.55m (50%) |
| **Corresponding SDG target: 1.4, 5.a**, and **8.10****Related UNCDF IRRM 2014-2017 indicator:** Amended Outcome indicator 1.a. **Data source:** FSPs survey; MIX Markets database, GSMA database, Project reports**Approach to the indicator:** Products will be disaggregated by savings, loans, insurance, payment methods and other services, if necessary. There could be overlap in active clients for services. Hence, the number will only be provided in disaggregated form by products and should not be added to represent a total.  |
| 1.3 | Clients served by financial products developed with UNCDF support, disaggregated by sex  | a) savings: 0.96m (67%)[[5]](#footnote-5)b) loans: 0.85m (56%)c) payment: 1m (46%)d) insurance: 0.26m (35%) | a) 1.1m (50%)b) 0.9m (50%)c) 1.3m (47%)d) 0.35m (41%) | a) 1.3m (50%)b) 0.95m (50%)c) 1.7m (48%)d) 0.44m (44%) | a) 1.45m (50%)b) 1m (50%)c) 1.8m (49%)d) 0.54m (47%) | a) 1.6m (50%)b) 1.1m (50%)c) 1.85m (50%)d) 0.55m (50%) |
| **Corresponding SDG target: 1.4, 5.a**, and **8.10****Related UNCDF IRRM 2014-2017 indicator:** Amended Outcome indicator 2.b **Data source:** FSPs survey; MIX Markets database, GSMA database, Project reports**Approach to the indicator (cumulative):** The indicator measures number of clients served by new financial product that was piloted and/or scaled (indicator 1.2).  |
| 1.4 | Implementation rate (%) of national inclusive finance road maps, action plans and national strategies adopted by host government based on UNCDF support | 72% (2017) | 75% | 81% | 84% | 85% |
| **Corresponding SDG target: 1.4, 5.a**, and **8.10****Related UNCDF IRRM 2014-2017 indicator:** Amended Outcome indicator 3.a.**Data source:** Project reports**Approach to the indicator (cumulative):** Implementation rate will be primarily based on Making Access Possible (MAP) project data and Better Than Cash Alliance (BTCA) indicator 2.4.  |
| 1.5 | Percentage of targeted countries shifting market development stage in Digital Finance Service (DFS) market systems measured by supply, demand, policy and regulations and ecosystems, disaggregated by market development stage | 50% (5 out of 10 countries)a) Inception: 0%b) Start-Up: 50%c) Expansion: 50%d) Consolidation: 0% | N/A | 50% a) 0%b) 20%c) 60%d) 20% | N/A | 50%[[6]](#footnote-6) a) 0%b) 0%c) 60%d) 40% |
| **Corresponding SDG target: 1.4, 5.a**, and **8.10****Related UNCDF IRRM 2014-2017 indicator:** New. **Data source:** DFS Country Survey, Project reports**Approach to the indicator (incremental):** Track changes of the multidimensional index examining the quality of DFS market systems that received support from UNCDF. The indicator is proposed to be measured once every two years since it is tracking changes at market systems level. Disaggregation is to report percentage of countries in certain market development stage.  |
| 1.6 | Percentage of targeted local governments enhancing local development finance systems measured by areas mobilisation, allocation, investment and transparency | 0 | N/A | 30% enhancing; 60% maintaining.  | N/A | 40% enhancing; 50% maintaining. |
| **Corresponding SDG target: 11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries, and; **17.1** Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection**Related UNCDF IRRM 2014-2017 indicator:** New. **Data source:** Local Government Finance Mechanism survey, Project reports**Approach to the indicator (incremental):** The indicator tracks changes of a composite index examining the quality of local government finance mechanisms supported by UNCDF. Mechanism are divided in dimensions of mobilization, allocation, investment and transparency. The indicator is proposed to be measured once every two years based on a sampling of the local government partners.  |
| 1.7 | Number of UNCDF-supported local infrastructures built and in use, disaggregated by sector | 286[[7]](#footnote-7) | 300 | 320 | 350 | 370 |
| **Corresponding SDG target: 9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all**Related UNCDF IRRM 2014-2017 indicator:** Amended Output indicator 1.2.5**Data source:** Project reports**Approach to the indicator (incremental):** Targets are set without disaggregation. Disaggregation will be introduced for reporting.   |

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| **Outcome 2: Unlocked public and private finance for the poor** |
| **Outcome indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| 2.1 | a) Total and b) net change in US$ value of portfolios of UNCDF-supported FSPs disaggregated by product  | Savings: a) $473m[[8]](#footnote-8)b) $87mLoans: a) $689mb) $119m | Savings: a) $560mb) $87mLoans: a) $789mb) $109m | Savings: a) $650mb) $90mLoans: a) $910mb) $112m | Savings: a) $740mb) $90mLoans: a) $1bb) $114m | Savings: a) $835mb) $95mLoans: a) $1.1bb) $119m |
| **Corresponding SDG target: 1.4** and **8.10****Related UNCDF IRRM 2014-2017 indicator:** Amended from Outcome indicators 1.b and 1.c**Data source:** FSPs survey; MIX Markets database; Project reports**Approach to the indicator (incremental):** The indicator could be further disaggregated to include remittances and other products, when introduced.  |
| 2.2 | Percentage of UNCDF-supported local governments increasing percentage of own resource mobilization  | 58% (of sampled local governments) | NA | 60% of sample | NA | 65% of sample |
| **Corresponding SDG target: 11.3** and **17.1** **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** Project reports**Approach to the indicator (cumulative):** The indicator will only be measured once every two years.  |
| 2.3 | US$ volume of non-UNCDF funds channelled through local, decentralized public financing systems supported by UNCDF | $9m[[9]](#footnote-9)  | $12m | $15m | $18m | $21m |
| **Corresponding SDG target: 11.3** and **17.1** **Related UNCDF IRRM 2014-2017 indicator:** Amended Outcome indicator 2.c **Data source:** Project reports**Approach to the indicator (cumulative):** The indicator will capture additional non-UNCDF funds mobilized by Local Climate Adaptation Facility (LoCAL), Finance for Food and Municipal Finance mechanisms.  |
| 2.4 | US$ value of non-UNCDF investments mobilized using UNCDF finance mechanisms, disaggregated by type and theme | a) Grant: NAb) Loans NAc) Guarantee: NA | a) $7.5mb) $2mc) $5m | a) $7.7mb) $4mc) $10m  | a) $7.8mb) $6mc) $15m  | a) $8mb) $8mc) $20m  |
| **Corresponding SDG target: 17.3****Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** Project reports, LDC Investment Facility **Approach to the indicator (incremental):** Targets are only set by type of finance mechanisms but further disaggregation for themes will be applied in reporting.  |

**Tier Three: Output**

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| **Output 1: UNCDF’s capital tools utilized to provide seed capital and incentivize innovation; de-risk and crowd-in new partners and to demonstrate proof of concept** |
| **Output indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| 1.1.1 | US$ volume of UNCDF investments disaggregated by partner, UNCDF finance mechanism, and pipeline origination | a) GrantFI: $10.7m ;LD: $7.9mb) TAFI: $10.2m;LD: $3.7mc) Loans & Guarantees: $250k | a) FI: $10.2m;LD: $9.5mb) FI: $9.6m; LD: $4.4mc) $3m | a) FI: $10.3m; LD: $9.6mb) FI: $9.8m; LD: $4.5mc) $4m | a) FI: $10.5m; LD: $9.8mb) FI: $10m; LD: $4.6mc) $6m | a) FI: $10.7m; LD: $10mb) FI: $10.2m; LD: $4.7mc) $8m |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from combining Output indicators 1.1.2 and 1.2.2**Data source:** Corporate finance report, Project reports**Approach to the indicator (incremental):** Partners are divided by Financial Inclusion (FI) and Local Development Finance (LD) partners. Finance mechanisms are divided between grants, loans, guarantees and technical assistance agreements. Pipeline origination reports on sectors and/or institutions that developed the investment pipeline.  |
| 1.1.2 | Performance rate of UNCDF investments disaggregated by finance mechanism | a) Grants: 97%b) Loan & Guarantees: NA | a) 95%b) 95% | a) 95%b) 95% | a) 95%b) 95% | a) 95%b) 95% |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** Corporate finance report, Project reports**Approach to the indicator (incremental):** Finance mechanisms are divided between grants, loans and guarantees. Performance rates refer to percentage of Performance-Based Agreement (PBA) grants reapproved without termination; repayment rates of loans; fees and interest payment rates of guarantees  |
| 1.1.3 | Number of local blended finance projects that are a) investment-ready, b) received initial offers from an investor and c) reached initial fund disbursement.  | a) 20b) 9c) 5 | a) 30b) 15c) 10 | a) 40b) 20c) 14 | a) 45b) 22c) 16 | a) 45b) 25c) 18 |
| **Related UNCDF IRRM 2014-2017 indicator:** New **Data source:** Project reports**Approach to the indicator (cumulative):** Local blended finance projects refers to ‘Local Finance Initiative (LFI)’ mechanism supporting local infrastructure and SMEs. ‘Investment-ready’ refers to pipeline projects that completed initial technical preparation and are ready to be presented to investors. ‘Initial offer’ refers to pipelines receiving a loan or investment agreement from an investor. ‘Initial fund disbursement’ refers to pipeline project receiving its first disbursement of funds from the investor. |

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| **Output 2: Public and private partnerships leveraged and partner’s capacities built to develop inclusive financial markets and local development finance systems** |
| **Output indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| 1.2.1 | UNCDF supported partners, disaggregated by partner type  | a) FSP: 134b) LG: 214[[10]](#footnote-10) | a) 115b) 390 | a) 125b) 400 | a) 110b) 410 | a) 130b) 420 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from combining Output indicators 1.1.1 and 1.2.1**Data source:** Corporate finance report, Project reports**Approach to the indicator (incremental):** Partners are divided by FSPs and LGs for baseline and targeting. Further disaggregation will be introduced for reporting.  |
| 1.2.2 | Number of commitments to Better Than Cash Alliance (BTCA) to transition cash to electronic payments, disaggregated by partner type | 55 | 65 | 70 | 75 | 75 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended Output indicator 3.1.2.**Data source:** BTCA report**Approach to the indicator (cumulative):** Disaggregation of partner type to be based on BTCA definition and only to be introduced for reporting.  |
| 1.2.3 | Number of countries introducing and/or strengthening inter-governmental fiscal transfer systems to local government as a result of UNCDF support, disaggregated by type including the LoCAL mechanism  | 14 (2017)-LoCAL: 13-LDF: 1 | 17-LoCAL: 15-LDF: 2 | 18-LoCAL: 16-LDF: 2 | 19-LoCAL: 17-LDF: 2 | 20-LoCAL: 18-LDF: 2 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from Output indicators 2.2.2**Data source:** Project reports**Approach to the indicator (cumulative):** The indicator will track countries that are actively using inter-governmental fiscal transfer with UNCDF channelled and/or leveraged funds and support.  |
| 1.2.4 | Number of people participated in capacity building activities supported by UNCDF, disaggregated by sex and subject areas | a) FinEdu: 16,956[[11]](#footnote-11) (45%);LD: 6,391 (26%) | a) 15,500 (46%); b) 6,500 (32%) | a) 15,800 (47%);b) 6,600 (38%) | a) 16,000 (48%);b) 6,700 (44%) | a) 16,500 (50%);b) 6,900 (50%) |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from combining Output indicators 3.2.3 and 3.1.3p**Data source:** Project reports**Approach to the indicator (incremental):** Capacity building activities include a range of activities from trainings, workshops, study visits, etc. Percentage of women introduced in brackets.  |

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| **Output 3: Policy support, diagnostics, data, knowledge and evidence provided to drive policy and regulatory change and changes in investors’ behaviours.**  |
| **Output indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| 1.3.1 | National governments a) developing and b) adopting upgraded national road maps, action plans and national strategies in areas of financial inclusion based on UNCDF support  | a) 22b) 16 | a) 28b) 20 | a) 30b) 24 | a) 32b) 27 | a) 32b) 30 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from combining Outcome indicator 3.a. and 3.b. **Data source:** Project reports**Approach to the indicator (cumulative):** Unit of measurement is national governments.  |
| 1.3.2 | National governments a) developing and b) adopting upgraded local development finance and municipal strategies, action plans, regulations and policies based on UNCDF support | a) 11b) 2 | a) 13b) 3 | a) 14b) 3 | a) 15b) 4 | a) 16b) 5 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from combining Outcome indicator 3.b. **Data source:** Project reports**Approach to the indicator (cumulative):** Unit of measurement is national governments.  |
| 1.3.3 | Evidence of the influence of UNCDF knowledge products on decision-makers, thought leaders and peer networks | UNCDF knowledge products informed policies in 20 LDCs and 50% of partners have referred to the knowledge products based on partnership survey of selective programmes.  |  | UNCDF knowledge products informed policies in 23 LDCs and 60% of partners including have referred to the knowledge products including OECD, WB, other UN agencies.  |  | UNCDF knowledge products informed policies in 26 LDCs and 70% of partners have referred to the knowledge products including OECD, WB, other UN agencies.  |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ, Google Scholar citations**Approach to the indicator (incremental):** Knowledge products refer to flagship reports, case studies, manuals, guidelines, data sets, toolkits and others developed by UNCDF. Evidence will track and report both level of usage and readership focused on peer networks, policymakers and thought leaders. Targets are only set for 2019 and 2021, but we will be reporting every year.  |

**Institutional Effectiveness Indicators**

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| **Institutional Effectives 1: Financing model and capital resources** |
| **Institutional Effectiveness indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| IE1.1 | US$ volume of core resources mobilized (including UNDP contribution) | $13,071,505[[12]](#footnote-12)(UNDP: $3,471,505) | $25m[[13]](#footnote-13)(UNDP: $3,875,000)[[14]](#footnote-14) | $25m(UNDP: $4,075,000) | $25m(UNDP: $4,175,000) | $25m(UNDP: $4,175,000) |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicator 1.2.1**Data source:** HQ Management Support unit.  |
| IE1.2 | US$ volume and percentage of non-core resource mobilized from development partners | $14,006,965(36%)[[15]](#footnote-15) | $14,280,000(36%) | $14,570,000(36%) | $14,860,000 (35%) | %15,160,000 (35%) |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.2.2 **Data source:** HQ Management Support unit |
| IE1.3 | US$ volume and percentage of non-core resource mobilized from private and non-governmental sources | $13,281,642 (35%)[[16]](#footnote-16) | $13,945,000(35%) | $14,643,000(36%) | $15,375,000(37%) | $16,143,000(37%) |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.2.3**Data source:** HQ Management Support unit |
| IE1.4 | US$ volume and percentage of non-core resource received from inter-agency pooled funds | $11,136,979(29%)[[17]](#footnote-17) | $11,359,000(29%) | $11,586,000(28%) | $11,818,000(28%) | $12,055 ,000(28%) |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ Management Support unit |
| IE1.5 | Percentage of delivery against approved budget, disaggregated by practices (FI/LDF) | 83% | 85% | 85% | 85% | 85% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicator 1.2.4**Data source:** HQ Management Support unit |
| IE1.6 | Percentage of total UNCDF expenditure committed to a) management activities and b) travel costs  | a) 10%b) 0.6% | a) 15%b) 2% | a) 15%b) 2% | a) 15%b) 2% | a) 15%b) 2% |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from Institutional Effectiveness indicator 1.2.6 and 1.2.7**Data source:** HQ Management Support unit |
| IE1.7 | Percentage of total UNCDF expenditure committed to capital investments (e.g. grants, loans, guarantees) | 37% | 35% | 36% | 38% | 40% |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from Institutional Effectiveness indicator 1.2.8 and 1.2.9**Data source:** HQ Management Support unit |
| IE1.8 | Percentage share of core and total country-level programme expenditures (excluding local resources) spent in LDCs | 81% | 80% | 80% | 80% | 80% |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ Management Support unit |
| IE1.9 | Number of times UNCDF had to access its operational reserves | 0 | 0 | 0 | 0 | 0 |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ Management Support unit |
| IE1.10 | Capital efficiency ratio, which measures the ratio of non-UNCDF investments directly catalysed by UNCDF finance mechanisms against UNCDF investments, disaggregated by type of finance mechanism  | a) Grant: 1 to 1.7b) Loans: 1 to 3c) Guarantee: NAd) Domestic Savings: 1 to 7 | a) 1 to 1.5b) 1 to 1c) 1 to 2.6d) 1 to 5 | a) 1 to 1.5b) 1 to 1c) 1 to 2.6d) 1 to 5 | a) 1 to 1.5b) 1 to 1c) 1 to 2.6d) 1 to 5 | a) 1 to 1.5b) 1 to 1c) 1 to 2.6d) 1 to 5 |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ Programme Management Support unit  |

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| **Institutional Effectiveness 2: Partnerships with public and private stakeholders** |
| **Institutional Effectiveness indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| IE2.1 | Number of partners contributing to UNCDF core resources  | 11 | 12 | 14 | 16 | 18 |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.7.1**Data source:** HQ Partnership, Policy and Communication unit |
| IE2.2 | Number of partners contributing to UNCDF non-core resources, disaggregated by government and non-government partners | 33 | 33 | 36 | 39 | 42 |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.7.2**Data source:** HQ Partnership, Policy and Communication unit |
| IE2.3 | Percentage share of expenditures from UN joint programmes  | 37% | 35% | 35% | 35% | 35% |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ Partnership, Policy and Communication unit |

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| **Institutional Effectiveness 3: Management** |
| **Institutional Effectiveness indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| IE3.1 | Annual number of evaluations  | 2 | 4 | 4 | 4 | 4 |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.1.2**Data source:** UNCDF Evaluation plan |
|  IE3.2 | Implementation rate (%) of agreed actions in evaluation management responses | 80% | 80% | 80% | 80% | 80% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.1.3**Data source:** Evaluation unit |
| IE3.3 | Percentage of UNCDF evaluations assessed by UNDP Independent Evaluation Office’s external quality assessment which are rated satisfactory or above  | 80% (2017) | 80% | 80% | 80% | 80% |
| **Related UNCDF IRRM 2014-2017 indicator**: New**Data source:** Evaluation unit, UNDP IEO quality assessment report |
| IE3.4 | Percentage of UNCDF programmes annually covered by the audit of Office and Audit Investigation (OAI) | 46% | 40% | 40% | 40% | 40% |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from Institutional Effectiveness indicator 1.1.4**Data source:** HQ Management Support unit  |
| IE3.5 | Percentage of audits that are unqualified | 100% | 100% | 100% | 100% | 100% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicator 1.1.5**Data source:** HQ Management Support unit  |
| IE3.6 | Implementation rate of agreed-upon audit recommendations | 85% | 100% | 100% | 100% | 100% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicator 1.1.6**Data source:** HQ Management Support unit  |
| IE3.7 | Percentage of UNCDF compliance with UN System-Wide Action Plan on Gender, reported as ‘meeting’ standards or above among the 15 performance categories | 73% | 75% | 80% | 85% | 90% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicator 1.1.7**Data source:** HQ UN SWAP report |
| IE3.8 | a) LDC footprint and b) total country footprint of UNCDF as whole and disaggregated by practice | a) 30 (6 in risk of closing)b) 39 | a) 30 (robust presence)b) 39 | a) 32b) 42 | a) 34b) 44 | a) 36b) 46 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended Institutional Effectiveness indicator 1.2.10**Data source:** HQ Programme Management Support Unit, Project reports |

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| **Institutional Enabler 4: People**  |
| **Institutional Effectiveness indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| IE4.1 | Percentage of staff who are female a) at all levels and b) at P4 and above levels  | a) 45%b) 35% | a) 50%b) 50% | a) 50%b) 50% | a) 50%b) 50% | a) 50%b) 50% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.3.1**Data source:** HQ Management Support unit |
| IE4.2 | Percentage of staff surveyed who rated UNCDF favourably on Global Staff Survey, disaggregated by sex, in a) empowerment and b) engagement dimensions | a) 54%b) 64% | a) 75%b) 75% | a) 75%b) 75% | a) 75%b) 75% | a) 75%b) 75% |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicators 1.4.2 and 1.4.3**Data source:** HQ Management Support unit (Global Staff Survey results) |

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| **Institutional Enabler 5: Knowledge, communication, and advocacy**  |
| **Institutional Effectiveness indicators** | **Baseline** | **2018 Target** | **2019 Target** | **2020 Target** | **2021 Target** |
| IE5.1 | Number of monthly unique visitors to public external website | 8,918 | 10,000 | 11,000 | 12,000 | 13,000 |
| **Related UNCDF IRRM 2014-2017 indicator:** Institutional Effectiveness indicator 1.6.1.**Data source:** HQ Partnership, Policy and Communication unit |
| IE5.2 |  Number of people engaged with UNCDF social media platforms | 136,200 | 160,000 | 175,000 | 190,000 | 200,000 |
| **Related UNCDF IRRM 2014-2017 indicator:** Amended from Institutional Effectiveness indicator 1.6.2, 1.6.3, and 1.6.4.**Data source:** HQ Partnership, Policy and Communication unit |
| IE5.3 | Contribution to the wider UN system efforts on addressing global agendas including the 2030 Agenda, the Addis Ababa Action Agenda, the Istanbul Programme on Action, the Paris Agreement on climate change, the New Urban Agenda, and QCPR follow-up.  | Contributed to the drafting of the New Urban Agenda and the Istanbul Programme of Action. | Contributed to QCPR follow up; FfD Forum (IATF report and SDG11 focus); HLPF (support VNRs, background papers, side events); UNDG efforts on leave no one behind, and around funding and finance; SG report on and follow up to IPoA; MAPS missions as relevant; SG’s financing summit; COP24. | Contributed to FfD Forum (IATF report and thematic chapters); HLPF (support VNRs, background papers, side events); UNDG efforts on leaving no one behind, around funding and finance; SG report on and follow up to IPoA;MAPS missions as relevant; COP25. | Contributed to articulation of successor to the Istanbul Programme of Action; FfD Forum (IATF report); HLPF (support VNRs, background papers, side events); UNDG efforts on leaving no one behind and around funding and finance; COP26. | Contributed to FfD Fofurm (IATF report); HLPF (support VNRs, background papers, side events); UNDG effort on leave no one behind, funding and finance; COP27. |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** Practices and Partnership, Policy and Communication unit (qualitative & descriptive indicator) |
| IE5.4 | Percentage of annual expenditure accounted for and reported on IATI dashboard  | 96% | 100% | 100% | 100% | 100% |
| **Related UNCDF IRRM 2014-2017 indicator:** New**Data source:** HQ (via IATI dashboard) |

1. Exceptions were made for impact level indicators that adopted SDG indicators and their targets and outcome/output-level indicators reporting once every two years and for qualitative indicators that set milestones for validation rather than concrete targets. [↑](#footnote-ref-1)
2. Sex-disaggregation for LDCs on SDG indicator 8.10.2 not available in the UN SDG Global Database as of November 2017. [↑](#footnote-ref-2)
3. Preliminary baseline is set with 2016 results data unless otherwise noted. [↑](#footnote-ref-3)
4. Baseline uses 2016 figures but reduced to account for the portion contributed by programmes that closed in 2016. [↑](#footnote-ref-4)
5. Same as above. [↑](#footnote-ref-5)
6. Cumulatively, a 100% targeted countries are expected to shift their market development stage during the Strategic Framework 2018-2021. [↑](#footnote-ref-6)
7. Baseline uses 2016 figures but reduced to account for the portion contributed by programmes that closed in 2016. [↑](#footnote-ref-7)
8. Same as above. [↑](#footnote-ref-8)
9. Estimated figure of government parallel funds channeled through UNCDF supported public local finance systems as of April 2017. [↑](#footnote-ref-9)
10. Baseline uses 2016 figures but reduced to account for the portion contributed by programmes that closed in 2016. [↑](#footnote-ref-10)
11. Same as above. [↑](#footnote-ref-11)
12. Baseline is based on estimated 2017 data. [↑](#footnote-ref-12)
13. The core resource mobilization target is based on of the ideal level of core funds required to maximize the balance of TA to capital investment across the UNCDF portfolio, to optimize flexibility to go where the need and readiness are greatest, to ensure continued innovation in finance solutions for inclusion, and to have strategic presence in at least 40 LDCs. Targets for the programmatic results and other institutional effectiveness indicators are projected based on an incremental increase in *total* resources over 4 years. [↑](#footnote-ref-13)
14. UNDP contributions are based on UNDP’s budget presented in the UNDP Strategic Plan 2018-2021. [↑](#footnote-ref-14)
15. Baseline is based on estimated 2017 data. [↑](#footnote-ref-15)
16. Same as above. [↑](#footnote-ref-16)
17. Same as above. [↑](#footnote-ref-17)