**Annex I**

**UNCDF Strategic Framework 2022-2025: Integrated Results and Resources Matrix (IRRM)**

The Integrated Results and Resources Matrix (IRRM) summarizes the key development and organizational results to be achieved by UNCDF with its partners, and includes indicators that allow UNCDF and stakeholders to monitor and report on these results. The development of the IRRM has been informed by lessons from the implementation of the previous IRRM and recommendations from the final evaluation of the Strategic Framework 2018-2021 for how UNCDF could more effectively tell its impact story.

The new IRRM is founded on a logic model (Figure 1) which summarizes key objectives of the UNCDF Strategic Framework 2022-2025 and identifies the means by which the objectives will be achieved, in concrete terms. It depicts an organization with a diverse toolkit of financing capabilities and development expertise deployed along different pathways, converging on a high-level outcome – *inclusive, diversified, green, economic transformation* – and the impact on people and the environment that is expected to flow from that.

It is designed to be a meaningful accountability instrument, with aggregate numbers that can be unpacked into dimensions of stakeholder interest – such as contributions to women’s economic empowerment or climate, clean energy and biodiversity. The IRRM’s logic model structure and indicators offer entry points for deeper analysis and insights, enabling it to be useful for learning and adaptation.

The IRRM contains a number of contextual indicators – indicators that measure change in contexts relevant to UNCDF’s objectives, without any claim that UNCDF has been responsible for the change. Their inclusion enables UNCDF to chart movement in these variables for comparative and other strategic purposes.

The model on which the IRRM is based consists of an overall impact statement, three outcomes based on the Strategic Framework 2022-2025 *Strategic Gamechangers*, four outputs, and seven perspectives on institutional effectiveness. Each of the three outcomes is unpacked into between two and four sub-outcomes. The model is based on the principle that each level builds on the level below in terms of maturity and scale of positive change. Each level contributes to the next, while implicitly acknowledging that other factors come into play, some of which are not subject to UNCDF’s influence. This principle of progression also applies within the outcome level - between Outcomes 2 and 3 on the one hand, and Outcome 1 on the other, as Figure 1 demonstrates. As with any logic model, the progression between levels should not be seen as entirely linear.

Table 1 provides brief explanations of the impact, outcomes and outputs.

UNCDF’s Strategic Framework 2022-2025 prioritizes results in five areas: local transformative finance, inclusive digital economies, women’s economic empowerment, climate, clean energy and biodiversity finance and sustainable food systems finance. UNCDF’s toolkit of financing, investment and development support is deployed to achieve a set of common results across these priority areas, working in increasingly integrated ways. Most IRRM indicators are not specific to any of the five priority areas but instead can be disaggregated to highlight intention, progress and achievement in those areas that are relevant to the indicator.

**Figure 1: UNCDF IRRM 2022-2025 Logic Model**

**Diagram, text

Description automatically generated with medium confidence**

|  |  |
| --- | --- |
| **Table 1** | |
| **Result** | **Commentary** |
| *Impact* | |
| People, including women, youth and the most vulnerable, lead productive, dignified lives, free from poverty, in balance with environmental sustainability | The impact statement focuses on economic, social and environmental change - impact on people’s lives – that is expected to flow from inclusive, diversified, green economic transformation. |
| *Outcome 1: Inclusive, diversified, green economic transformation accelerated* | |
| More jobs created | This sub-outcome measures employment growth where UNCDF has plausibly made a significant contribution through its support to the entities concerned. |
| Ultimate target enterprises grow and prosper | This sub-outcome addresses *ultimate target* enterprises – mostly micro and small enterprises that UNCDF targets, directly or indirectly, for viability and growth because of the likely impact that will have. This distinguishes them from enterprises that UNCDF supports in order to provide products, services and infrastructure for the benefit of the ultimate target enterprises, or targeted populations more generally. |
| Increased availability of products, services, and infrastructures | This sub-outcome is concerned with the supply side of the markets and local government systems that UNCDF supports. It captures products, services, and infrastructures catalyzed through UNCDF support and influence. |
| Enhanced uptake and use of products, services, and infrastructure | For markets to be sustained, local government systems to fulfil their purposes, and enterprises and people to benefit, there needs to be uptake and sustained use of products, services and infrastructures by the intended users. This is the focus of the sub-outcome. UNCDF support or influence will have been a substantive factor. |
| *Outcome 2: Increased flows of public and private finance* | |
| Additional finance mobilized and catalyzed | This sub-outcome covers all finance – both public and private – that UNCDF has helped directly or indirectly to attract to enterprises and local governments.  In line with OECD methodology, UNCDF defines mobilized finance as sums attracted during the lifetime of UNCDF’s own investments. Catalyzed finance is sums that are attracted to enterprises / projects after UNCDF concludes its involvement. |
| Enhanced sub-national government fiscal space | Fiscal space is defined by the IMF as the “room in a government´s budget that allows it to provide resources for a desired purpose without jeopardizing the sustainability of its financial position or the stability of the economy” <https://www.imf.org/external/pubs/ft/fandd/2005/06/basics.htm>  Fiscal space can be enhanced through taxes, revenues, transfers from other levels of government, finance from outside, including from domestic and international investors and donors.  UNCDF support will have been a substantive factor in this sub-outcome. |
| *Outcome 3: Strengthened market systems and enhanced public and private financing mechanisms* | |
| Enhanced availability of funds or other financing mechanisms | This sub-outcome covers managed funds, bonds etc and not individual investments. UNCDF support will have been a substantive factor in this sub-outcome. |
| Enhanced policy, strategy, and regulation | This sub-outcome represents policies, strategies and regulations that have passed through the necessary political or other processes and have been adopted. |
| *Outputs* | |
| 1. UNCDF investments under execution | UNCDF investments are grants – reimbursable and non-reimbursable – loans and guarantees. |
| 1. Pipeline of investment opportunities developed | These are investment opportunities for third parties that have been brought about substantially through UNCDF support – e.g., technical assistance/advisory services and capacity development. UNCDF may also invest in these opportunities, but those investments would appear as “under execution” in Output 1. |
| 1. Partner capacity and institutional/organizational scope developed | Partners include central and local governments, financial and digital service and infrastructure providers, SMEs and third parties developing funds or other structured investment vehicles. Tools include technical assistance and capacity development (often together), financial and business advice, thought leadership, advocacy and knowledge sharing. |
| 1. Partners pilot / launch new or improved products, services and infrastructure | Partners are private and public organizations that UNCDF supports directly, usually over a significant period. The objective – particularly with products and services – is usually to demonstrate feasibility, and thereby attract replication by others as well as scaling by the partner. |

**Tier One: Impact**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Impact: People, including women, youth and the most vulnerable, lead productive, dignified lives, free from poverty, in balance with environmental sustainability** | | | | |
| **Impact indicators** | | **Baseline** | **Latest data** | **Expected direction of progress** |
| Imp 1 | Global poverty headcount  a) Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural) (SDG indicator 1.1.1)  b) Proportion of population living below the national poverty line, by sex and age (SDG indicator 1.2.1) |  |  |  |
| **Data source:** UN SDG Global Database <https://unstats.un.org/sdgs/indicators/database>  Contextual indicator – UNCDF’s contribution not measurable  **Related UNCDF IRRM 2018-2021 indicator:** Impact indicator 1 | | | |
| Imp 2 | Multidimensional poverty headcount:  a) proportion of population in multidimensional poverty  b) proportion of population vulnerable to multidimensional poverty (UNDP outcome indicator 2.1) |  |  |  |
| **Data source:** UNDP Human Development Report Office http://hdr.undp.org/en/composite/MPI  Contextual indicator – UNCDF’s contribution not measurable | | | |
| Imp 3 | Planetary pressures-adjusted Human Development Index (UNDP impact indicator 2b) |  |  |  |
| **Data source:** UNDP Human Development Report Office <http://www.hdr.undp.org/en/content/planetary-pressures%E2%80%93adjusted-human-development-index-phdi>  Contextual indicator – UNCDF’s contribution not measurable | | | |

**Tier Two: Outcomes**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcome 1: Inclusive, diversified, green economic transformation accelerated** | | | | | | | | | | | | |
| **Indicators** | | | **Baseline** | | **2022 milestone** | | **2023 milestone** | | **2024 milestone** | | | **2025**  **target** |
| **More jobs created** | | | | | | | | | | | | |
| Oc 1.1 | | Percentage change in the number of full-time equivalent jobs in entities supported by UNCDF |  | |  | |  | |  | | |  |
| **Data source:** Partner reports and/or UNCDF surveys  **Approach to the indicator.** HIPSO methodology<https://indicators.ifipartnership.org/thematic-area/#TA-07>; Disaggregate by sex; and whether the entity is operating to positively impact on climate, clean energy and biodiversity; and/or sustainable food systems. | | | | | | | | | | |
|  | | *Labor force participation rate for persons aged 15+ (UNDP outcome indicator 2.4)* |  | | **Latest data:** | | | | **Expected direction of progress:** | | | |
| **Data source:** ILOSTAT [*https://ilostat.ilo.org/data/#*](https://ilostat.ilo.org/data/)  Contextual indicator – UNCDF’s contribution not measurable | | | | | | | | | | |
| **Ultimate target enterprises grow and prosper** | | | | | | | | | | | | |
| Oc 1.2 | | a) The number of ultimate target enterprises that have either received direct UNCDF support, or used products, services and infrastructures stemming from UNCDF interventions;  b) the % of these that report significant growth |  | |  | |  | |  | | |  |
| **Data source:** Partner reports and/or UNCDF records and surveys  **Approach to the indicator.** a) is **c**umulative.Disaggregate enterprises by type, ownership (women/men), and whether they are operating to positively impact on climate, clean energy and/or biodiversity; and/or sustainable food systems. | | | | | | | | | | |
| **Increased availability of products, services, and infrastructures** | | | | | | | | | | | | |
| Oc 1.3 | | The number of new or improved products, services and infrastructures a) scaled up by UNCDF-supported partners; b) crowded in through UNCDF or its partners’ influence |  | |  | |  | |  | | |  |
| **Data source:** Partner reports and/or UNCDF records and surveys  **Approach to the indicator.** Cumulative. Disaggregate product, service and infrastructure by type and by whether they are designed to positively impact on a) women’s economic empowerment; b) climate, clean energy and biodiversity; and/or c) sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicators:** Outcome indicators 1.1 and 1.7 | | | | | | | | | | |
|  | | *The percentage of population living in households with access to basic services (SDG indicator 1.4.1)* |  | | **Latest data:** | | | | **Expected direction of progress:** | | | |
| **Data source:** UN SDG Global Database [*https://unstats.un.org/sdgs/indicators/database*](https://unstats.un.org/sdgs/indicators/database)  Contextual indicator – UNCDF’s contribution not measurable | | | | | | | | | | |
| **Enhanced uptake and use of products, services and infrastructure** | | | | | | | | | | | | |
| Oc 1.4 | | The number of people engaging with UNCDF-supported products, services and infrastructures |  | |  | |  | |  | | |  |
| **Data source:** UNCDF records and surveys; partner surveys  **Approach to the indicator.** Cumulative. Disaggregate product, service and infrastructure by type and by whether they are designed to positively impact on women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems. Disaggregate people by sex and age.  **Related UNCDF IRRM 2018-2021 indicators:** 1.2 and 1.3 | | | | | | | | | | |
|  | | *The percentage of small-scale industries with a loan or line of credit (SDG indicator 9.3.2)* |  | | **Latest data:** | | | | **Expected direction of progress:** | | | |
| **Data source:** UN SDG Global Database [*https://unstats.un.org/sdgs/indicators/database*](https://unstats.un.org/sdgs/indicators/database)  Contextual indicator – UNCDF’s contribution not measurable | | | | | | | | | | |
|  | | *The proportion of adults (15 and older) with an account at a bank or other financial institution or with a mobile-money-service provider (SDG indicator 8.10.2)* |  | | **Latest data:** | | | | **Expected direction of progress:** | | | |
| **Data source:** UN SDG Global Database <https://unstats.un.org/sdgs/indicators/database>  Contextual indicator – UNCDF’s contribution not measurable.  **Related UNCDF IRRM 2018-2021 indicator:** Impact indicator 2 | | | | | | | | | | |
| **Outcome 2: Increased flows of public and private finance** | | | | | | | | | | | | |
| **Indicators** | | | | **Baseline** | | **2022 milestone** | | **2023 milestone** | | **2024 milestone** | **2025**  **target** | |
| **Additional finance mobilized and catalyzed** | | | | | | | | | | | | |
| Oc 2.1 | US$ value of finance mobilized in association with UNCDF investments | | |  | |  | |  | |  |  | |
| **Data source:** UNCDF records and surveys  **Approach to the indicator.** Cumulative. Disaggregate by public/private; and whether the finance is designed to positively impact on women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicator:** Outcome indicator 2.4 | | | | | | | | | | | |
| Oc 2.2 | US$ value of finance catalyzed in association with UNCDF investments and/or technical assistance/advice | | |  | |  | |  | |  |  | |
| **Data source:** UNCDF surveys  **Approach to the indicator.** Cumulative. Disaggregate by public/private; and whether the finance is designed to positively impact on women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems. | | | | | | | | | | | |
|  | *Amount (in US dollars) of public and private finance leveraged for the SDGs (at national level) (UNDP indicator E.3.1)* | | |  | | **Latest data:** | | | | **Expected direction of progress:** | | |
| **Data source:** UNDP  Contextual indicator – UNCDF’s contribution not measurable | | | | | | | | | | | |
|  | *Net official development assistance, total and to least developed countries, as a proportion of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee donors’ Gross National Income (SDG 17.2.1)* | | |  | | **Latest data:** | | | | **Expected direction of progress:** | | |
| **Data source:** OECD  Contextual indicator – UNCDF’s contribution not measurable. | | | | | | | | | | | |
| **Enhanced sub-national government fiscal space** | | | | | | | | | | | | |
| Oc 2.3 | The number of sub-national governments that have enhanced their fiscal space following UNCDF support | | |  | |  | |  | |  |  | |
| **Data source:** UNCDF surveys  **Approach to the indicator.** Cumulative.  **Related UNCDF IRRM 2018-2021 indicators:** Outcome indicator 2.2 and Output indicator 1.2.3 | | | | | | | | | | | |
| **Outcome 3: Strengthened market systems and enhanced public and private financing mechanisms** | | | | | | | | | | | | |
| **Indicators** | | | | **Baseline** | | **2022 milestone** | | **2023 milestone** | | **2024 milestone** | **2025**  **target** | |
| **Enhanced availability of funds and other financing mechanisms** | | | | | | | | | | | | |
| Oc 3.1 | The number of countries introducing and/or strengthening inter-governmental fiscal transfer systems to local government following UNCDF support. | | |  | |  | |  | |  |  | |
|  | **Data source:** UNCDF records  **Approach to the indicator.** Cumulative.  **Related UNCDF IRRM 2018-2021 indicators:** Output indicator 1.2.3 | | | | | | | | | | | |
| Oc 3.2 | The number of funds and other financing mechanisms (excluding inter-government fiscal transfer systems) in operation that are receiving or have received UNCDF support | | |  | |  | |  | |  |  | |
| **Data source:** UNCDF records  **Approach to the indicator.** Cumulative. Disaggregate by public/private/mixed; and whether the fund/mechanism is designed to positively impact on women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems. | | | | | | | | | | | |
| **Enhanced policy, strategy and regulation** | | | | | | | | | | | | |
| Oc 3.3 | The number of new/improved policies, strategies and regulations that have been adopted following UNCDF support or influence. | | |  | |  | |  | |  |  | |
| **Data source:** UNCDF records and surveys  **Approach to the indicator.** Cumulative. Disaggregate by type (policies/strategies/regulations) and whether they are designed to positively impact on inclusive digital economies; women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicator:** Outcome indicator 1.4 | | | | | | | | | | | |
|  | *Number of policies, strategies and laws that promote enabling and regulated digital ecosystems that are affordable, accessible, trusted, and secure (UNDP indicator E.1.1)* | | |  | | **Latest data:** | | | | **Expected direction of progress:** | | |
| **Data source:** UNDP  Contextual indicator – UNCDF’s contribution not measurable. | | | | | | | | | | | |
|  | *Number of policies and regulatory and institutional frameworks developed and adopted by public and private actors to align public and private finance with the SDGs:*  *(UNDP indicator E.3.2)* | | |  | | **Latest data:** | | | | **Expected direction of progress:** | | |
| **Data source:** UNDP  Contextual indicator – UNCDF’s contribution not measurable. | | | | | | | | | | | |

**Tier Three: Outputs**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Output 1: UNCDF investments under execution** | | | | | | | | | | | | | | | |
| **Indicators** | | **Baseline** | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | | **2025**  **target** | |
| Op 1.1 | The number and total US$ value of UNCDF investments under execution at the end of the year |  | | |  | | |  | | |  | | |  | |
| **Data source:** UNCDF records  **Approach to the indicator.** Disaggregate by type of investment, sector, and whether directed at public or private entities, or PPP.  Also disaggregate by whether designed to positively impact on inclusive digital economies; women’s economic empowerment; climate, clean energy and biodiversity; sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicator:** Output indicator 1.1.1 | | | | | | | | | | | | | | |
| Op 1.2 | Performance of US$ value-weighted UNCDF investments against their specific KPIs |  | | |  | | |  | | |  | | |  | |
| **Data source:** UNCDF records and surveys. Anticipated performance against a tailored set of KPIs will be followed through and scored at the end of the investment cycle. Scores will be computed with weighting by the value of the investments.  **Approach to the indicator.** Report separately by type of investment, including different types of grant, and whether investees are public, private or PPP entities. System for performance scoring TBD.  **Related UNCDF IRRM 2018-2021 indicator:** Output indicator 1.1.2 | | | | | | | | | | | | | | |
| **Output 2: Pipeline of investment opportunities developed** | | | | | | | | | | | | | | | |
| **Indicators** | | | | **Baseline** | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | **2025**  **target** |
| Op 2.1 | The number and estimated US$ value of opportunities that are a) investment-ready; and b) received initial offers from an investor, following UNCDF support | | |  | | |  | | |  | | |  | |  |
| **Data source:** UNCDF records and surveys  **Approach to the indicator.** Cumulative. Disaggregate by whether intended investees are public, private or PPP; and whether the investments are designed to positively impact on inclusive digital economies; women’s economic empowerment; climate, clean energy and biodiversity; sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicator:** Output indicator 1.1.3 | | | | | | | | | | | | | | |
| **Output 3: Partner capacity and institutional/organizational scope developed** | | | | | | | | | | | | | | | |
| **Indicators** | | | **Baseline** | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | **2025**  **target** | |
| Op 3.1 | The number of new/improved policies, strategies and regulations that are or have been in development in the SF period with UNCDF support and/or with clear link to UNCDF advocacy | |  | | |  | | |  | | |  | |  | |
| **Data source:** UNCDF records and surveys  **Approach to the indicator.** Cumulative. Disaggregate by type (policies, strategies and regulations) and whether they are designed to positively impact on inclusive digital economies; women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicators:** Output indicators 1.3.1 and 1.3.2 | | | | | | | | | | | | | | |
| Op 3.2 | The number of funds or other financing mechanisms that are or have been in development in the SF period with support from UNCDF | |  | | |  | | |  | | |  | |  | |
| **Data source:** UNCDF records  **Approach to the indicator.** Cumulative. Disaggregate by public/private/mixed; and whether the fund/mechanism is designed to positively impact on women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems. | | | | | | | | | | | | | | |
| Op 3.3 | The number of product, service and infrastructure providers that are or have been supported by UNCDF in the SF period with capacity development and/or technical assistance | |  | | |  | | |  | | |  | |  | |
| **Data source:** UNCDF records  **Approach to the indicator.** Cumulative. Disaggregate by type of provider and whether the support is designed to positively impact on women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems.  **Related UNCDF IRRM 2018-2021 indicator:** Output indicator 1.2.1 | | | | | | | | | | | | | | |
| Op 3.4 | The number of commitments to Better Than Cash Alliance (BTCA) to transition cash to electronic payments. | |  | | |  | | |  | | |  | |  | |
| **Data source:** BTCA reports  **Approach to the indicator.** Cumulative. Disaggregate by partner type  **Related UNCDF IRRM 2018-2021 indicator:** Output indicator 1.2.2 | | | | | | | | | | | | | | |
| **Output 4: Partners pilot / launch new or improved products, services and infrastructure** | | | | | | | | | | | | | | | |
| **Indicators** | | | **Baseline** | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | **2025**  **target** | |
| Op 4.1 | The number new or improved products, services and infrastructures piloted / launched with UNCDF support | |  | | |  | | |  | | |  | |  | |
| **Data source:** UNCDF records  **Approach to the indicator.** Cumulative. Disaggregate by type of product, service and infrastructure and by whether they are designed to positively impact on inclusive digital economies; women’s economic empowerment; climate, clean energy and biodiversity; and/or sustainable food systems | | | | | | | | | | | | | | |
| Op 4.2 | The number of people who have received capability support | |  | | |  | | |  | | |  | |  | |
| **Data source:** Partner reports  **Approach to the indicator.** Cumulative. Disaggregate by type of product, service and infrastructure and people by sex and age. | | | | | | | | | | | | | | |

**Tier Four: Institutional Effectiveness**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Institutional Effectiveness 1: Resourcing** | | | | | | | | | | | | | | | | | | | |
| **Indicators** | | | **Baseline** | | | | **2022 milestone** | | | | **2023 milestone** | | | **2024 milestone** | | | **2025**  **target** | | |
| Inst 1.1 | a) Total US$ core funding; and b) # partners contributing | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit.  **Related UNCDF IRRM 2018-2021 indicators:** IE indicators 1.1 and 2.1 | | | | | | | | | | | | | | | | | | |
| Inst 1.2 | US$ volume and % non-core funding mobilized; disaggregated by funding source type | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicators:** IE indicators 1.2 to 1.4 and 2.2  (QCPR-related) | | | | | | | | | | | | | | | | | | |
| Inst 1.4 | The number of countries where UNCDF provided support on sustainable financing for development | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit  (UNDP indicator) | | | | | | | | | | | | | | | | | | |
| Inst 1.5 | Percentage share of core and total country-level programme expenditures (excluding local resources) spent in LDCs | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 1.8 | |  | | | |  | | | |  | | |  | | |  | | |
| Inst 1.6 | Percentage of delivery against approved budget | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 1.5 | | | | | | | | | | | | | | | | | | |
| Inst 1.7 | Percentage of total UNCDF expenditure committed to capital investments (disaggregated by type) | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 1.7 | | | | | | | | | | | | | | | | | | |
| Inst 1.8 | Percentage of total UNCDF expenditure committed to a) management activities and b) travel costs | |  | | | |  | | | |  | | |  | | |  | | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 1.6 | | | | | | | | | | | | | | | | | | |
| **Institutional Effectiveness 2: Partnership and cooperation** | | | | | | | | | | | | | | | | | | | |
| **Institutional Effectiveness indicators** | | | | **Baseline** | | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | | **2025**  **target** | | |
| Inst 2.1 | | The number of joint programmes / projects between UNCDF and other UN partners | |  | | | |  | | |  | | |  | | |  | | |
| **Data source:** HQ Partnership, Policy and Communication unit  (UNDP indicator) | | | | | | | | | | | | | | | | | |
| Inst 2.2 | | The percentage of programmes / projects implemented in collaboration with a) International Financial Institutions and Development Finance Institutions; b) private sector; c) civil society organizations; d) multiple stakeholder categories | |  | | | |  | | |  | | |  | | |  | | |
| **Data source:** HQ Partnership, Policy and Communication unit  (UNDP indicator – modified) | | | | | | | | | | | | | | | | | |
| Inst 2.3 | | The percentage of initiatives mainstreaming South-South and triangular cooperation as an implementation modality, disaggregated by type of initiative | |  | | | |  | | |  | | |  | | |  | | |
| **Data source:** HQ Partnership, Policy and Communication unit  (QCPR-related) | | | | | | | | | | | | | | | | | |
| **Institutional Effectiveness 3: Organizational stewardship** | | | | | | | | | | | | | | | | | | | |
| **Institutional Effectiveness indicators** | | | | | **Baseline** | | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | | **2025**  **target** | |
| Inst 3.1 | | a) Annual number of completed evaluations; b) of which the number that are i) joint evaluations; and ii) independent system-wide and UN Cooperation Framework evaluations | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** UNCDF Evaluation plan  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.1  (QCPR-related) | | | | | | | | | | | | | | | | | |
| Inst 3.2 | | Implementation rate (%) of agreed actions in evaluation management responses | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** Evaluation unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.2 | | | | | | | | | | | | | | | | | |
| Inst 3.3 | | The percentage of UNCDF evaluations assessed by UNDP Independent Evaluation Office’s external quality assessment which are rated satisfactory or above | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** Evaluation unit, UNDP IEO quality assessment report  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.3 | | | | | | | | | | | | | | | | | |
| Inst 3.4 | | The percentage of UNCDF programmes annually covered by the audit of Office and Audit Investigation | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.4 | | | | | | | | | | | | | | | | | |
| Inst 3.5 | | The percentage of audits that are unqualified | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.5 | | | | | | | | | | | | | | | | | |
| Inst 3.6 | | Implementation rate of agreed-upon audit recommendations | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.6 | | | | | | | | | | | | | | | | | |
| Inst 3.7 | | The percentage of programmes / projects that regularly update risk logs in the project documents | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** HQ Management Support unit | | | | | | | | | | | | | | | | | |
| Inst 3.8 | | The percentage of programmes / projects, which were at least 18 months into implementation at the beginning of the year, that conducted an independent review of progress during the year | | |  | | | |  | | |  | | |  | | |  | |
| **Data source:** HQ Management Support unit | | | | | | | | | | | | | | | | | |
| **Institutional Effectiveness 4: Gender equality** | | | | | | | | | | | | | | | | | | | |
| **Institutional Effectiveness indicators** | | | | | | **Baseline** | | | | **2022 milestone** | | | **2023 milestone** | | | **2024 milestone** | | | **2025**  **target** |
| Inst 4.1 | | The percentage of UNSWAP on GEEW minimum standards met or exceeded | | | |  | | | |  | | |  | | |  | | |  |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 3.7  (QCPR- related) | | | | | | | | | | | | | | | | | |
| Inst 4.2 | | The percentage of projects categorised with gender markers a) 2 and b) 3 | | | |  | | | |  | | |  | | |  | | |  |
| **Data source:** HQ Management Support unit  (QCPR-related) | | | | | | | | | | | | | | | | | |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Institutional Effectiveness 5: People** | | | | | | | | | | | |
| **Institutional Effectiveness indicators** | | | **Baseline** | | **2022 milestone** | | **2023 milestone** | | **2024 milestone** | | **2025**  **target** |
| Inst 5.1 | The percentage of staff who are female a) at all levels and b) in managerial positions | |  | |  | |  | |  | |  |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 4.1  (QCPR-related) | | | | | | | | | | |
| Inst 5.2 | The percentage of staff surveyed who rated UNCDF favourably on Global Staff Survey, disaggregated by sex, in a) empowerment and b) engagement dimensions | |  | |  | |  | |  | |  |
| **Data source:** HQ Management Support unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 4.2 | | | | | | | | | | |
| **Institutional Effectiveness 6: Knowledge and communications** | | | | | | | | | | | |
| **Institutional Effectiveness indicators** | | **Baseline** | | **2022 milestone** | | **2023 milestone** | | **2024 milestone** | | **2025**  **target** | |
| Inst 6.1 | Number of monthly unique visitors to public external website |  | |  | |  | |  | |  | |
| **Data source:** HQ Partnership, Policy and Communication unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 5.1 | | | | | | | | | | |
| Inst 6.2 | The number of people engaged with UNCDF social media platforms |  | |  | |  | |  | |  | |
| **Data source:** HQ Partnership, Policy and Communication unit  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 5.2 | | | | | | | | | | |
| Inst 6.3 | The number of knowledge / thought leadership products downloaded from public external website |  | |  | |  | |  | |  | |
| **Data source:** HQ Partnership, Policy and Communication unit | | | | | | | | | | |
| Inst 6.4 | Percentage of annual expenditure accounted for and reported on IATI dashboard |  | |  | |  | |  | |  | |
| **Data source:** HQ (via IATI dashboard)  **Related UNCDF IRRM 2018-2021 indicator:** IE indicator 5.4  (QCPR-related) | | | | | | | | | | |
| **Institutional Effectiveness 7: Environmental stewardship** | | | | | | | | | | | |
| **Institutional Effectiveness indicators** | | | **Baseline** | | **2022 milestone** | | **2023 milestone** | | **2024 milestone** | | **2025**  **target** |
| Inst 7.1 | The percentage of projects applying (UNDP’s) environmental and social standards | |  | |  | |  | |  | |  |
| **Data source:** HQ Management Support unit  (QCPR-related) | | | | | | | | | | |
| Inst 7.2 | Total carbon footprint of UNCDF staff and consultants’ air travel | |  | |  | |  | |  | |  |
| **Data source:** HQ Management Support unit | | | | | | | | | | |