

Annexes to the Annual Report of the Administrator on the Strategic Plan 2008-2013: Performance and Results for 2013

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Annex I: Methodology of the report

(a) Background

1. This annual report marks the final year of reporting on the UNDP Strategic Plan 2008-2013; UNDP's first organization-wide strategic plan. Last year UNDP presented to the Board the *Cumulative review and annual report of the Administrator on the strategic plan: performance and results for 2008-2012*. Therefore, this year's annual report focuses solely on performance and results for 2013.

(b) Approach

2. This annual report is structured to allow Member States to see how UNDP performance and results in 2013 provide a foundation for work under the new Strategic Plan 2014-2017, as proposed to member states in 2013/2014 Executive Board informals. This aims to connect the results of the last year of the old Strategic Plan with the first year of the new one. UNDP's results are presented through the lens of the three areas of work: sustainable development pathways, inclusive and effective democratic governance, and resilience building. A country programme outcome was assigned as having contributed to a Strategic Plan thematic area - jobs and livelihoods, natural resource management and so forth - on the basis of content analysis (a qualitative research technique for the objective, systematic, and quantitative description of content) of the narratives of the Country Office annual results reports that describe interventions undertaken in the year under that outcome, and respective results. Of the 826 country level outcomes reported as active in 2013, 12 could not be assigned to a particular thematic area of the Strategic Plan as there was insufficient content description. Altogether, these 12 outcomes amounted to \$8.4m in country programme expenditures.
3. When active country programme outcomes mapped to more than one theme, expenditures were apportioned accordingly. In addition, themes overlap across areas of work, highlighting the integrated and collaborative nature of UNDP contributions, which cannot be easily compartmentalized.
4. To remain current with peer practice, UNDP for the first time introduces a two-page *report card* in the report that presents quantifiable achievements in major themes related to development results, institutional results, and areas for improvement. Report card themes represent areas of UNDP delivery from the old strategic plan that map to outcome areas in the new strategic plan (see above). The aim is to provide Board members with a short "at a glance" summary of performance and results. The report card presents the expenditure associated with each area as a percentage of the total in 2013 and the progress rates by the end of 2013 based on national outcome indicators in country programme document results frameworks. In the future, the report card will include a "scorecard" component using the milestones and targets set for each indicator in the new SP/IRRF.
5. Progress rate is reported through the **Progress Index**, providing a measure of results performance based on national outcome indicators in Country Programme Document results frameworks. To calculate the Progress Index, target values for country programme indicators are set to signify 0% in 2008 (or at the beginning of the country programme if it starts later than 2008), 100% at the end of 2013, with annual targets set to signify the percentage of the target already accomplished. Depending on the set of indicators involved, the Progress Index can measure progress in each of the four output dimensions in the SP results matrix, focus areas, corporate outcomes, and regions. The Progress Index offers a view of corporate performance and results that is independent of country-office self-assessment, and relies instead on agreed country programme indicators.
6. Evidence for this report was collected from a variety of sources including the Results oriented annual report (ROAR, which includes updates to country-specific outcome indicators in the CPD, as well as self-reporting), financial data from 2013, independent and decentralized country and thematic evaluations from 2012 and 2013, external evaluations, surveys, audits, and reports. Performance is analyzed through results progress and UNDP contributions, using variables of output dimension, region, typology, and expenditure, and correlated to independent evaluations and surveys.
7. The report contains for the first time a narrative section on implementation of the QCPR, integrated within reporting on coordination. This section has been developed in response to ECOSOC resolution 2013/5 which requests the UN funds and programmes "to consolidate their current annual reporting

on the implementation of the QCPR within their reporting on the implementation of their strategic plans”. Additional reporting on QCPR indicators is included in Annex VII.

Annex II: Development results**(a) Development results framework indicators****i. Indicator 1: Number of programme countries requesting and receiving UNDP support****Table 1: Number of Programme Countries Requesting and Receiving UNDP Support in 2013¹.**

Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support in 2013									
	Total Number of Programme Countries ²	% of total ³	Number of LDC Countries ⁴	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of T&NCC Countries	% of total NCC
Focus area 1: Achieving the MDGs and reducing human poverty										
1.1. National and local institutions have the capacities to scale up proven MDG acceleration interventions and to plan, monitor, report and evaluate the MDGs and related national development priorities	87	55%	31	65%	42	64%	38	53%	7	37%
1.2. Macroeconomic policies promote inclusive growth and support economic and social equity and resilience, empowerment, employment and social protection of vulnerable and marginalised groups	52	33%	13	27%	21	32%	27	38%	4	21%
1.3. Policies, strategies and partnerships established to	37	24%	11	23%	16	24%	17	24%	4	21%

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 for 2013 plus Programme for Assistance to the Palestinian People (PAPP) is 157.

⁴ Total number of LDCs in 2013 is 48, as defined by the UN Office of the High Representative for LDCs, Landlocked Developing Countries, and Small Island Developing States.

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	Total Number of Programme Countries ²	% of total ³	Number of LDC Countries ⁴	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of T&NCC Countries	% of total NCC
promote public-private sector collaboration and market development that benefit the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal										
1.4. Strengthen national capacities to negotiate and manage development finance, including aid and debt.	3	2%	1	2%	2	3%	0	0%	1	5%
1.5. Strengthen country capacity to understand and influence the linkage of poverty, human rights, gender inequality and governance with HIV/AIDS	4	3%	2	4%	2	3%	2	3%	0	0%
1.6. 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	16	10%	6	13%	11	17%	3	4%	2	11%
1.7. 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	11	7%	6	13%	8	12%	3	4%	0	0%
Unit-defined outcomes	12	8%	1	2%	3	5%	8	11%	1	5%
Focus area 1 total	133	85%	42	88%	61	92%	62	86%	10	53%
Focus area 2: Fostering democratic governance										

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2.1. Civil society, including civil society organisations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and policies	14	9%	4	8%	6	9%	6	8%	2	11%
2.2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	25	16%	8	17%	15	23%	7	10%	3	16%
2.3. Access to information policies support accountability and transparency	10	6%	3	6%	2	3%	5	7%	3	16%
2.4. National, regional and local levels of governance expand their capacities to reduce conflict and manage the equitable delivery of public services	75	48%	28	58%	40	61%	31	43%	4	21%
2.5. Legislatures, regional elected bodies and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	18	11%	7	15%	8	12%	9	13%	1	5%
2.6. 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	24	15%	7	15%	15	23%	9	13%	0	0%
2.7. Strengthened capacities of human rights institutions	26	17%	7	15%	7	11%	17	24%	2	11%

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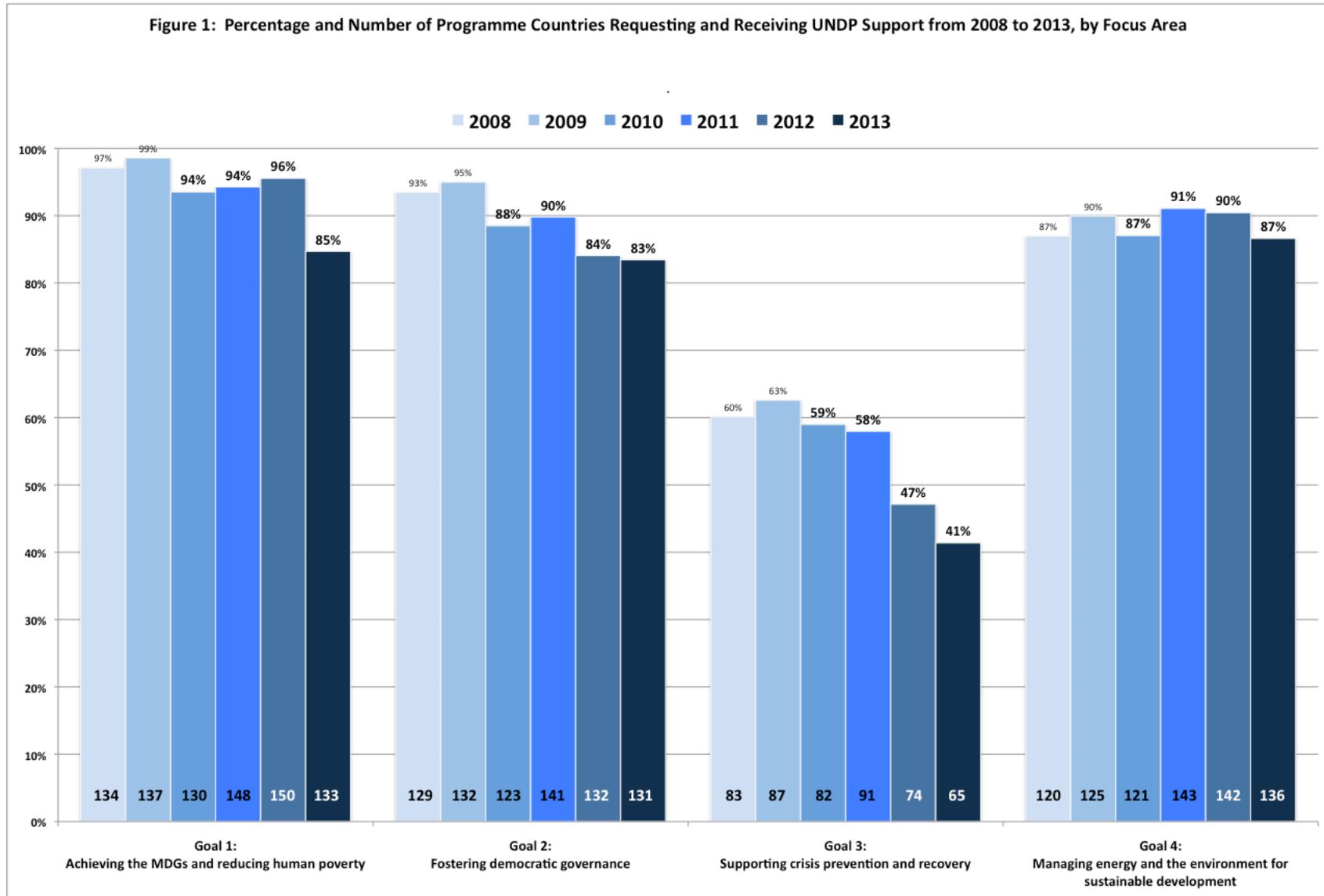
Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support in 2013									
	Total Number of Programme Countries ²	% of total ³	Number of LDC Countries ⁴	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of T&NCC Countries	% of total NCC
2.8. Strengthened national-, regional- and local-level capacity to mainstream gender equality and women's empowerment in government policies and institutions	18	11%	4	8%	8	12%	7	10%	3	16%
2.9. Strengthened national-, regional- and local-level capacity to implement anti-corruption activities	7	4%	2	4%	5	8%	2	3%	0	0%
Unit-defined outcomes	22	14%	9	19%	10	15%	8	11%	4	21%
Focus area 2 total	131	83%	44	92%	61	92%	58	81%	12	63%
Focus area 3: Supporting crisis prevention and recovery										
3.1. National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters on vulnerable communities	25	16%	8	17%	12	18%	11	15%	2	11%
3.2. National and local institutions have the capacities to prevent, reduce and mitigate the impact of conflict in countries at risk of conflict	12	8%	7	15%	10	15%	2	3%	0	0%
3.3. National and local institutions have the capacities to fulfill key functions of government in early post-crisis situations for recovery	9	6%	1	2%	3	5%	4	6%	2	11%
3.4. 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	1	1%	0	0%	1	2%	0	0%	0	0%

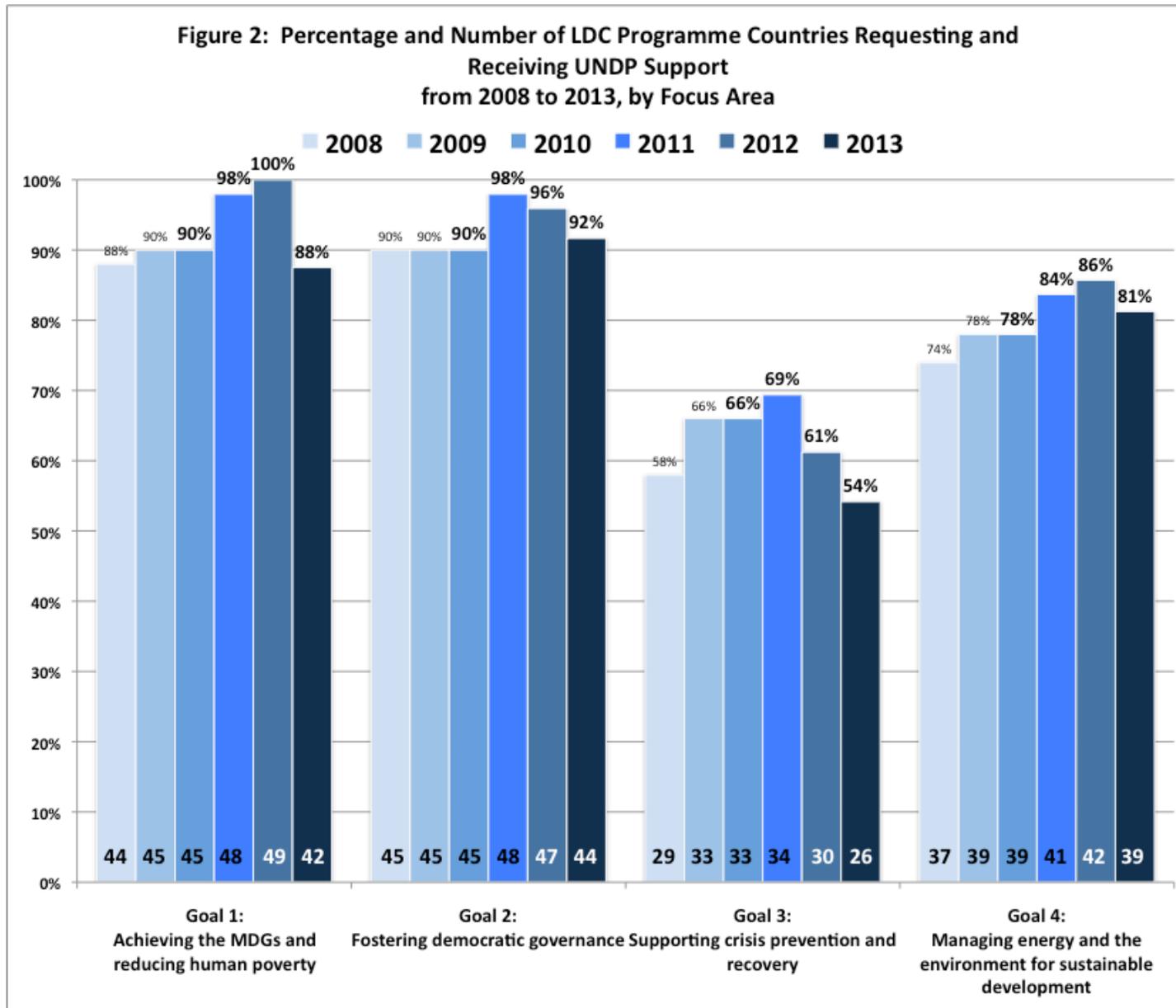
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Strategic plan focus area and outcome	Programme countries requesting and receiving UNDP support in 2013									
	Total Number of Programme Countries ²	% of total ³	Number of LDC Countries ⁴	% of total LDC	Number of LIC Countries	% of total LIC	Number of MIC Countries	% of total MIC	Number of T&NCC Countries	% of total NCC
3.5. National and local institutions have the capacity to deliver improved justice and security in conflict and post-conflict and fragile settings	8	5%	3	6%	4	6%	2	3%	2	11%
3.6. Livelihoods and economic recovery programmes, including infrastructure restoration, generate employment and sustainable income earning opportunities for crisis affected communities	12	8%	5	10%	9	14%	2	3%	1	5%
Unit-defined outcomes	13	8%	4	8%	5	8%	7	10%	1	5%
Focus area 3 total	65	41%	26	54%	37	56%	22	31%	6	32%
Focus area 4: Managing energy and the environment for sustainable development										
4.1. National and local governments have the capacity to mainstream environment into development plans and programmes using less carbon intensive patterns of production and consumption	86	55%	18	38%	24	36%	48	67%	14	74%
4.2. Local and national authorities better equipped to access and integrate multiple sources of public and private environmental financing in support of pro-poor growth, gender equality and MDG achievement	7	4%	3	6%	4	6%	2	3%	1	5%

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4.3. National and local governments and communities have the capacities to adapt to climate change through the sustainable provision of energy services and related pro-poor policy and investment decisions	62	39%	21	44%	31	47%	25	35%	6	32%
Unit-defined outcomes	10	6%	1	2%	2	3%	6	8%	2	11%
Focus area 4 total	136	87%	39	81%	53	80%	65	90%	18	95%





ii. Indicator 2: Degree to which UNDP programmes and projects are strategically aligned

8. As shown in the table below, by the last year of the Strategic Plan 99.5% of country programme outcomes were considered “aligned” to the four focus areas of the strategic plan.

Focus Area	Percentage of country outcomes by Focus Area, 2013
1. Poverty & MDG	34.26%
2. Democratic Governance	33.17%
3. Crisis Prevention & Recovery	11.26%
4. Environment & Energy	20.82%
Unlinked	0.48%
Grand Total	100.00%

iii. Indicator 3: Findings and recommendations of independent evaluations and surveys

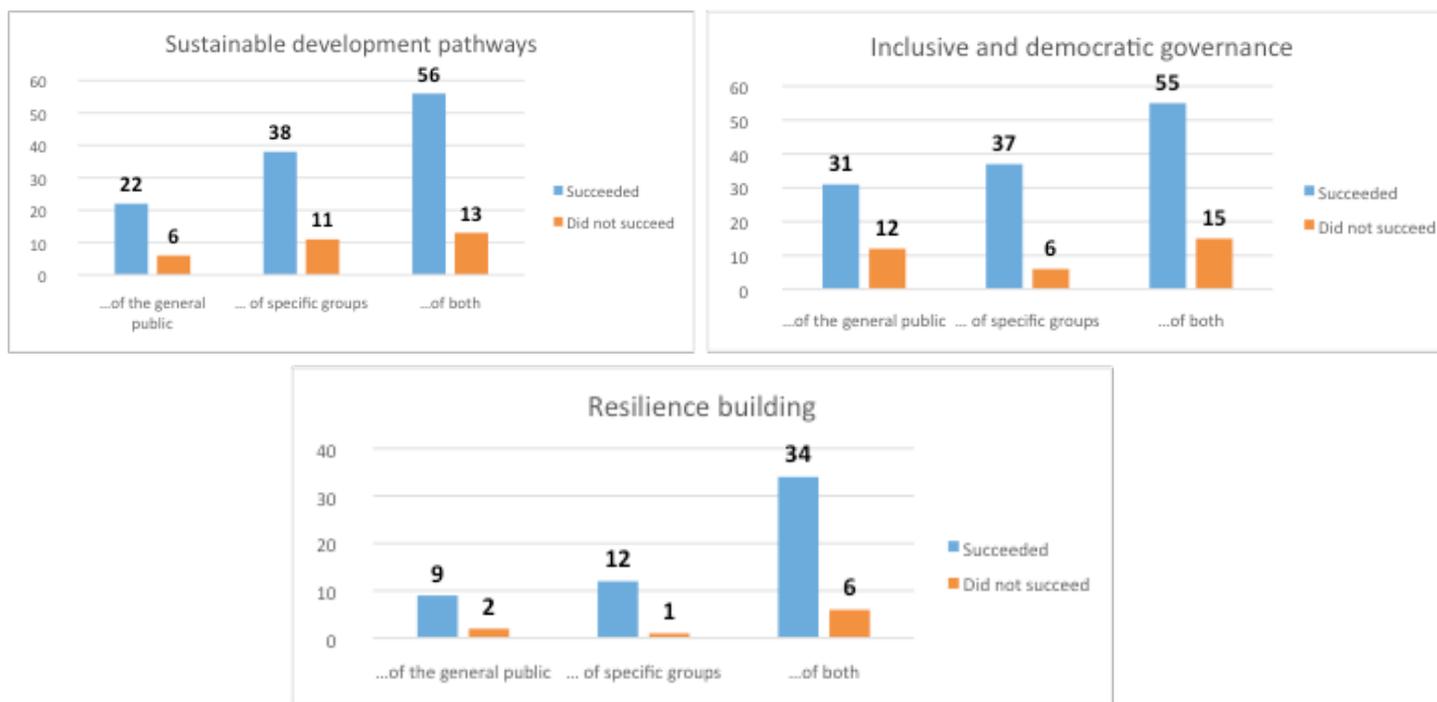
9. Assessments of Development Results (ADRs) conducted by the UNDP Evaluation Office for Niger and Egypt were made available to the UNDP Executive Board in June and September 2013. Other ADRs conducted in 2012–2013 and submitted with their CPDs in 2013 include Angola and Côte D'Ivoire. Timor-L'este was undertaken but not completed in 2013 and will be submitted with its corresponding country programme document in 2014. The ADR for Croatia, conducted in 2013, will also be made available in 2014. During 2013, ADRs were conducted in Afghanistan, Algeria, Iraq, Kenya and Sierra Leone, and will be submitted to the UNDP Executive Board in 2014. A planned evaluation of UNDP work in Lebanon was postponed due to the Syrian crisis and the deteriorating security situation. These ADRs will be made available the UNDP Executive Board at the same time that the corresponding country programme documents are presented for approval.
10. In addition, the IEO completed 7 thematic evaluations: *Evaluation of Gender-responsive Climate Change Initiatives and Decision-making*, *Evaluation of UNDP-supported Mobile Courts Interventions*, *Evaluation of UNDP Contribution to South-South and Triangular Cooperation*, *Evaluation of the UNDP Strategic Plan 2008-2013*, *Evaluation of UNDP Support to Conflict-affected Countries in the Context of UN Peace Operations*, *Evaluation of UNDP Contribution to Poverty Reduction*, and *Evaluation of UNDP Reintegration Programs*. In addition, 5 UNDAF evaluations, 41 outcome evaluations, 295 project evaluations, 5 regional programme evaluations, and 1 global programme evaluation were completed in 2013.
11. External evaluations and surveys published in 2013 included the *UK Multilateral Aid Review Update*, *Swedish Perception Survey at Country Level*, and *Netherlands Multilateral Assessment Scorecard*.
12. The management responses to 2013 independent evaluations and the management response to the 2013 Annual Report on Evaluation contain in-depth discussions of UNDP commitments to the findings, conclusions, and recommendations of these critical evaluations and are not repeated here. In addition, these independent evaluations that were completed or in draft in early 2013 provided valuable inputs to structure the direction and approach of the UNDP Strategic Plan 2014-2017.

iv. Indicator 4: Number of country offices that report contribution to development change in the area supported

13. Indicator 4, introduced in 2011 as part of the changes to the UNDP development results framework brought about in the midterm review, measures the “Number of country offices that report contribution to development in the area supported, through the following four output dimensions: (i) **awareness raising**, convening and brokering role (including supporting government aid coordination, resource mobilization, etc.); (ii) national planning, diagnostic, budgeting, and **policy-making** processes; (iii) **implementation** for inclusive development; and (iv) increasing **durability** of development results. In 2013, for each outcome in their country programmes, country offices chose among the first 3 dimensions the one through which they primarily contributed, then optionally from the remaining 2 of the first 3 dimensions, the one(s) showing results in 2013 under that outcome. In addition, country offices reported results under the 4th output dimension for all outcomes in their respective country programme documents.
14. Results for 2013 in each of these four output dimensions are illustrated in the sections below. In the new Strategic Plan/Integrated Results and Resources Framework 2014-2017, learning from the use of these four output dimensions, UNDP has integrated into the new output indicator measures, milestones and targets, progress against policy, budget, durability, attitudes and direct change in people’s lives. Also, population disaggregations allow UNDP now to capture the specific groups which are meant to benefit from voice, participation, and the eventual development changes supported by the organization.

Awareness raising

15. By the areas of work of the new strategic plan, the following three charts show whether awareness raising interventions aiming to change attitudes or behaviors succeeded.



Policy-making

16. By the areas of work of the new strategic plan, the following table illustrates the number of diagnostics, plans, budgets, policies, and legislative processes for which positive change was reported in the policy-making output dimension.

Area of work	Total number (2013)				
	# Diagnostics	# Plans	# Budgets	# Policies	# Legislative processes
Sustainable development pathways	995	1,254	853	488	260
Inclusive and democratic governance	360	261	46	217	270
Resilience building	417	358	129	121	97
UNDP	1,968	2,431	1,156	1,023	629

Note: totals do not add up to UNDP value because categories overlap and several outcomes are not linked to any area of work

Implementation

17. By the areas of work of the new strategic plan, the following table illustrates the number of strategies, action plans, action programmes, pilots, and upscaled pilots that were completed in the implementation output dimension.

Area of work	Total number (2013)				
	# Strategies	# Action plans	# Action programmes	# Pilots	# Upscaled pilots
Sustainable development pathways	198	219	570	2,184	310
Inclusive and democratic governance	170	193	252	1,173	264
Resilience building	84	204	113	514	155
UNDP	547	627	1,361	3,815	696

Note: totals do not add up to UNDP value because categories overlap and several outcomes are not linked to any area of work

Durability

18. By the areas of work of the new strategic plan, the following tables illustrate for 2013 the percentage achievement of measures aimed at developing capacities and increasing durability. In each table, measures showing the largest contribution to achievement of outcome level change are highlighted.

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Output indicator 4: "Durability of results" output dimension - Significant measures to develop capacities for institutional arrangements, knowledge management, leadership and accountability in the Sustainable Development Pathways area of work	No. and % of outcomes including / not including this measure			Achieved or positive change	Performance differential
Specific statistics and/or indicators being collected in national systems	included	158	44%	80%	12%
	not	200	56%	68%	
Counterpart-managed knowledge platforms on the topic are strengthened	included	195	54%	74%	1%
	not	163	46%	72%	
Government-offered civil service training periodically includes the topic	included	76	21%	78%	6%
	not	282	79%	72%	
There is a government institution with a mandate to address the issue	included	206	58%	75%	5%
	not	152	42%	70%	
Civil servants' performance appraisal processes include the topic	included	26	7%	77%	4%
	not	332	93%	73%	
Resources for the issue are allocated cyclically	included	103	29%	76%	4%
	not	255	71%	72%	
Oversight bodies have a mandate to regularly monitor / report on the issue	included	110	31%	77%	6%
	not	248	69%	71%	
Civil society has organized to monitor commitments under the issue	included	85	24%	78%	6%
	not	273	76%	72%	
A process to foster future leaders on this topic is in place	included	60	17%	72%	-2%
	not	298	83%	73%	
There is improved access and participation in dialogue and decision-making	included	184	51%	76%	6%
	not	174	49%	70%	
Output indicator 4: "Durability of results" output dimension - Significant measures to develop capacities for institutional arrangements, knowledge management, leadership and accountability in the Inclusive Democratic Governance area of work	No. and % of outcomes including / not including this measure			Achieved or positive change	Performance differential
Specific statistics and/or indicators being collected in national systems	included	88	34%	64%	-5%
	not	171	66%	68%	
Counterpart-managed knowledge platforms on the topic are strengthened	included	117	45%	71%	8%
	not	142	55%	63%	
Government-offered civil service training periodically includes the topic	included	73	28%	74%	10%
	not	186	72%	64%	
There is a government institution with a mandate to address the issue	included	125	48%	70%	7%
	not	134	52%	63%	
Civil servants' performance appraisal processes include the topic	included	27	10%	74%	8%
	not	232	90%	66%	
Resources for the issue are allocated cyclically	included	60	23%	77%	13%
	not	199	77%	64%	
Oversight bodies have a mandate to regularly monitor / report on the issue	included	73	28%	78%	16%
	not	186	72%	62%	
Civil society has organized to monitor commitments under the issue	included	79	31%	70%	4%
	not	180	69%	66%	
A process to foster future leaders on this topic is in place	included	45	17%	69%	3%
	not	214	83%	66%	
There is improved access and participation in dialogue and decision-making	included	129	50%	72%	11%
	not	130	50%	62%	

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Output indicator 4: "Durability of results" output dimension - Significant measures to develop capacities for institutional arrangements, knowledge management, leadership and accountability in the Resilience Building area of work	No. and % of outcomes including / not including this measure			Achieved or positive change	Performance differential
Specific statistics and/or indicators being collected in national systems	included	33	32%	88%	21%
	not	69	68%	67%	
Counterpart-managed knowledge platforms on the topic are strengthened	included	51	50%	78%	10%
	not	51	50%	69%	
Government-offered civil service training periodically includes the topic	included	42	41%	79%	9%
	not	60	59%	70%	
There is a government institution with a mandate to address the issue	included	64	63%	72%	-4%
	not	38	37%	76%	
Civil servants' performance appraisal processes include the topic	included	12	12%	92%	21%
	not	90	88%	71%	
Resources for the issue are allocated cyclically	included	27	26%	78%	6%
	not	75	74%	72%	
Oversight bodies have a mandate to regularly monitor / report on the issue	included	40	39%	88%	23%
	not	62	61%	65%	
Civil society has organized to monitor commitments under the issue	included	32	31%	81%	11%
	not	70	69%	70%	
A process to foster future leaders on this topic is in place	included	23	23%	87%	17%
	not	79	77%	70%	
There is improved access and participation in dialogue and decision-making	included	55	54%	85%	26%
	not	47	46%	60%	

(b) Development effectiveness indicators

Development effectiveness			
Outputs	Development Effectiveness output indicators	Targets 2013	Progress against targets
Quality of country programming increased (Corporate sponsor – RBx)	Compliance with evaluation policy and corporate quality standards <i>(Source: ERC: compliance rate with country programme document (CPD) evaluation plans – Baseline: 28% compliant in 2010; decentralised 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)</i>	CPD: 60% Decentral.: 50% Mgmt.resp.: 75%	Current indicator measures: CPD: 71% Decentralised: 45% Mgmt resp.: 67% Compliance rate with country programme document (CPD) evaluation plans in 2013 is 71%, based on ERC data as of 22 May 2014 (71% are fully compliant; 21% partially compliant; and 3% not compliant). The 2013 analysis of decentralised evaluation quality shows that 45% of assessed evaluations were rated 'satisfactory' or better, 36% 'moderately satisfactory' and 19% 'moderately unsatisfactory' or worse. One hundred-one reports (56%) were rated satisfactory or better in terms of report completeness. Positive trends are discernable in quality of evaluation. The number of moderately unsatisfactory reports has been halved since 2011, the number of evaluations considered moderately satisfactory has likewise been reduced and the number of evaluations judged to be satisfactory has increased each year and now more than doubled, to 44 per cent. In 2013, 67% of key actions in management responses to independent evaluations conducted in 2008-2013 were completed or ongoing; and 61% of key actions in management responses to decentralised evaluations conducted in 2008-2013 completed/ongoing (see details in annex VI).
	CO ROARs quality rating <i>(Source: new BSC indicator rated by OSG – Baseline: 81 out of 137 ROARs (59%) meet or exceed standard)</i>	20% increase (113 meet or exceed, or 82% of total)	Current indicator measure: 63% <ul style="list-style-type: none">• 63% Green (met or exceeded the expected standard)• 36% Amber (needs some management attention)• 1% Red (needs urgent attention) This data is based on the 2012 ROAR data, as the quality review of 2013 ROARs will continue through June 2014.

Development effectiveness			
Outputs	Development Effectiveness output indicators	Targets 2013	Progress against targets
	Observations of improved country programme document results frameworks (SMART indicators) <i>(Source: Board of Auditors – Baseline: Report on 2008-09 biennium in DP/2011/14)</i>	UNBOA observes positive progress	The Board of Auditors report for the biennium ending 31 December 2013 will not be finalized until July 2014, and the Board of Auditors report for the biennium ending 31 December 2011 did not address results frameworks of country programme documents.
	<u>Programme instruments are fit for purpose:</u> Project load and % change in transactional programming requirements <i>(Source: ATLAS & POPP – Baseline: new metric, to be measured)</i>	10% decrease	Current indicator measure: 9.4% decrease Following a 10% decrease in the number of total active projects in 2012, in 2013 UNDP closed 9.4% of all active projects. In addition, the average number of country outcomes for new country programmes decreased from 4.5 in 2012 to 4.2 in 2013.
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 <i>(Source: HQPSS – Baseline: 58%)</i>	70%	Current indicator measure: 81% (average) <ul style="list-style-type: none"> • Poverty: 80% • HIV/AIDS: 88% • Governance: 80% • Crisis: 76% • Environment: 79% This data is based on the 2012 Headquarters Products and Services Survey, as no HQPSS was conducted in 2013.
	Percentage of users satisfied with relevance of programme/project formulation and implementation support <i>(Source: HQPSS – Baseline: 54%)</i>	65%	Current indicator measure: 77% (average) <ul style="list-style-type: none"> • Poverty: 73% • HIV/AIDS: 83% • Governance: 76% • Crisis: 75% • Environment: 78% This data is based on the 2012 Headquarters Products and Services Survey,

Development effectiveness			
Outputs	Development Effectiveness output indicators	Targets 2013	Progress against targets
			as no HQPSS was conducted in 2013.
	<p>Teamworks usage indicators: exchanges, discussions, uploads, recommendations and views</p> <p><i>(Source: Teamworks – Baseline: 500 unique users per month, with visits from all UNDP regions)</i></p>	2,000 unique users/month with regional coverage	<p>Current indicator measure: 17,833</p> <p>The average number of unique users/month in 2013 was 17,833, and the average number of unique users/month in 2013 from locations outside the US was 13,208. Distribution by region:</p> <ul style="list-style-type: none"> • 2,638 unique users/month (Africa) • 2,561 unique users/month (Asia and the Pacific) • 1,090 unique users/month (Arab States) • 2,026 unique users/month (Europe and CIS) • 1,915 unique users/month (Latin American and Caribbean) • 2,975 unique users/month (Other)
Capacity development approaches fully integrated into UNDP programmes and projects (Corporate sponsor – BDP)	<p>Percentage of partners that rate UNDP programmes and projects as effective in developing national capacity</p> <p><i>(Source: Partnership Survey – Baseline: 65% rating 1 or 2)</i></p>	75%	<p>Current indicator measure: 82%</p> <p>Data from 2012 Partners Survey</p>
	<p>Implementation rate of management response to CD evaluation</p> <p><i>(Source: ERC – Baseline: schedule per mgmt response Feb 2011)</i></p>	95% actions completed or ongoing per schedule	<p>Current indicator measure: 75%</p> <p>75% of key actions are either completed or ongoing. Remaining actions will be reviewed for implementation in the context of the new Strategic Plan.</p>
	<p>Percentage of new country, regional, and global programmes that integrate capacity development to support national development</p> <p><i>(Source: TBC – capacity marker or</i></p>	20% increase	<p>Current indicator measure: 88%</p> <p>There were 2,499 projects in 2013 (50% of all on-going) recorded in the CD Tracker, 2,187 of which (88%) had a significant CD component. Of those, 14% rated 3 for national partner led process, 31% rated 3 for sound diagnosis, 46% rated 3 for comprehensive response, and 51% rated 3 for clear results. The percentage of projects that rated 3 for any of the four</p>

Development effectiveness			
Outputs	Development Effectiveness output indicators	Targets 2013	Progress against targets
	<i>results frameworks)</i>		dimensions was 36%.
Gender equality and women's empowerment is integrated into UNDP programmes and projects in line with the UNDP gender equality strategy	Percentage of project outputs with a significant gender component (Gender Marker rating of GEN2) and with gender as a principal objective (Gender Marker rating of GEN3) <i>(Source: gender marker – Baseline: 17% of 2010 outputs with significant or principal gender contributions)</i>	30%	Current indicator measure: 28% 28% of project outputs have a Gender Marker rating of GEN2 (significant gender content in 22%) or GEN3 (gender is principal objective in 6%).
(Corporate sponsor – BDP)	Percentage of outcomes that have specific gender equality results reflected in the ROAR <i>(Source: RBx/OSG review of ROARs – Baseline: 67% based on 2011 ROAR)</i>	75%	Current indicator measure: 73% Gender results have been achieved in 73% of all country outcomes as reported in the 2013 ROAR
	Percentage of partners that rate UNDP as effectively promoting gender equality and women's empowerment <i>(source: Partnership Survey – Baseline: 67% rating 1 or 2)</i>	75%	Current indicator measure: 66% Data from 2012 Partners Survey
South-South and triangular partnerships fostered to contribute to the achievement of national development goals (Corporate sponsor – BDP/BERA)	Percentage of units that in ROAR report results to which South-South cooperation contributed <i>(Source: RBx/OSG review of ROARs – Baseline: 126 countries based on 2011 ROAR)</i>	Move to quality-based	Current indicator measure: 127 countries Based on 2013 ROAR data, UNDP is supporting some form of South-South and Triangular Cooperation exchange expertise or experience sharing in 127 countries, through 747 country-level outcomes. National governments were the primary partner institution in 81% of all exchanges, and for all direct country-to-country exchanges, the nature of support was through an exchange of expertise and experiences. A full mapping and analysis of the reported data is being conducted as part of the follow-up to the 2013 independent evaluation of UNDP's contribution to south-south and triangular cooperation, as an input into the development of an organizational strategy that will focus on relevance, impact, and quality of

Development effectiveness			
Outputs	Development Effectiveness output indicators	Targets 2013	Progress against targets
			our engagement.
	<p>Percentage of partners rating UNDP interventions as effective in contributing to South-South cooperation</p> <p><i>(Source: Partnership Survey – Baseline: 53% rating 1 or 2 for promoting South-South)</i></p>	65%	<p>Current indicator measure: 48%</p> <p>Data from 2012 Partners Survey</p> <p>The indicator measure reflects a question slightly rephrased for the 2012 Partnership Survey, rating effective promotion vs. effective contribution. 2012: “extent to which UNDP effectively promotes: Knowledge sharing, experience and solutions between programme countries (South-South cooperation)”</p> <p>Although bilateral donors and CSOs/NGOs rated more favourably (5 and 6 percentage points) compared to 2009, the overall rating declined by 5 percentage points in the 2012 survey.</p>

Annex III: Institutional results**(a) Management results framework**

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
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 <i>(Source: Annual Report of the Administrator on the Strategic Plan Baseline: 40% of the Strategic Plan institutional results achieved, 40% partially achieved, 4% not achieved⁵)</i>	85% achieved 10% partially achieved	Current indicator measure: 58% achieved 5% partially achieved The current indicator measurement represents the percentage of institutional results output indicators meeting or exceeding their 2013 target values. Of 19 indicators with quantitative targets and measures, 11 meet or exceed their 2013 target values. This indicator shows a percentage decrease compared to the figures for 2012 that is reflective of the small sample size (13 indicators in 2012 versus 11 in 2013). Factors contributing to this downward adjustment from the previous years include a sharply increased target for new and strategic partnerships with emerging global powers that was not met as well as three output indicators that missed their targets by one, two, and 2.2 per cent respectively.
	Percentage of partners perceiving UNDP as an effective contributor to the focus areas <ul style="list-style-type: none">• MDGs, Poverty (<i>Baseline: 72%, 53% respectively</i>)• Democratic Governance (<i>Baseline: 60%</i>)• Crisis Prevention and Recovery (<i>Baseline: 50%</i>)• Energy and Environment (<i>Baseline: 59%</i>) <i>(Source: Partnership Survey, 2009)</i>	MDGs: 75% Poverty: 60% Dem. Gov.: 65% CPR: 60% E&E: 60%	Current indicator measures: MDGs: 58% Poverty: 44% Dem. Gov.: 56% CPR: 45% E&E: 56% Data from 2012 Partners Survey

⁵ 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.

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Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
	Management efficiency ratio <i>(Source: Executive Balanced Scorecard; 2010 Target of 10.7%)</i>	Target under development	Current indicator measure: 8.66%
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 <i>(Source: Regional Bureaux Balanced Scorecard – Baseline: 38% achieved; 38% partially achieved in 2009)</i>	55% achieved	Based on 2013 ROAR reporting, 77% of country programme outcome indicators were reported as <i>some progress, significant progress, or target reached or surpassed</i> ; 19% reported <i>no change</i> and 4% reported <i>regression</i> . The change in source for this indicator is due to the redesign of the Balanced Scorecard to address the needs of the new strategic plan.
	Percentage of outcomes that are reported as either on-track or achieved <i>(Source: Executive Balanced Scorecard – Baseline: 72.9%)</i>	90%	Current indicator measure: 71% (achieved + positive change) Based on 2013 ROAR reporting.
	Percentage of evaluations with management responses <i>(Source: Executive Balanced Scorecard – Baseline: 84.1%)</i>	95%	Current indicator measure: 97% Collective percentage for independent and decentralised evaluations, per table below (at 12 May 2014, 97.6% for management responses to 82 independent evaluations completed during the period 2008-2013; and 96.9% for management responses to 1,769 decentralised evaluations completed during the period 2008-2013)
	Percentage of risk based audit reports with unsatisfactory ratings <i>(Source: OAI Database - Baseline: 12% unsatisfactory)</i>	less than 15%	Current indicator measure: 8% There are 7 reports (or 8%) rated as unsatisfactory out of 81 audit reports with audit ratings issued by OAI
UNDP human	Staff satisfaction with work	75%	Current indicator measure: 71.5%

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
resources effectively managed to attract, develop and retain a talented and diversified workforce	environment (Source: Executive Balanced Scorecard/Global Staff Survey – Baseline: 66%)		In 2013, the approach to the analysis of the Global Staff Survey results remained the same as in 2012, with a focus on staff engagement as both a measure and prerequisite of successful organizational performance. The engagement index in the UNDP GSS consists of 5 elements: UNDP as an organization to work for; treating staff with respect; pride to work for UNDP; UNDP inspiring staff to perform at one's best; and staff's intent to stay. Globally, the engagement index has not changed significantly since 2010: 71.5% in 2013, 72.4% in 2012, and 71.8% in 2010; although over time there have been differences by region.
(Corporate sponsor – OHR/BoM)	Gender Balance - All levels (Baseline: Int'l professionals: 45% female) - D1 and above (Baseline: 39% female) (Source: Executive Balanced Scorecard/Global Staff Survey)	All levels female: 50% D1 & above female: 45%	Current indicator measure: 42% for all levels, 35% for D1 and above By the end of 2013, the share of women in the workforce at all levels was 42% (ATLAS data as of 1 January 2014). The rate was also 42% for all IP levels and 35% for D1 and above. For middle and senior management positions, the rates were 38% and 35% respectively.
	Client satisfaction with the quality of earning and staff development Products and services. (Source: Products and Services Survey – Baseline: 60%)	70%	Current indicator measure: 70% This data is based on the 2012 Headquarters Products and Services Survey, as no HQPSS was conducted in 2013: <ul style="list-style-type: none"> • 70% staff were satisfied with the learning resources support • 65% with learning advisory services • 73% with the Learning Management System (LMS) • 71 % with LMS Support (Help Desk) The average of these satisfaction levels is 70%.
	Average time taken to fill eligible vacancies (candidate pools and other IPs) (Source: OHR Database – Baseline: 18.5 weeks for fixed-term)	12 weeks for FTA; 60 days for candidate pools	Current indicator measure: 22.4 weeks for international FTA 19 working days for candidate pools There were no measures for recruitment of international fixed-term appointment (FTA) posts in 2013, therefore results were measured in 2012.

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
	<i>appointment; N/A candidate pools)</i>		
New and strategic partnerships developed and communications focus enhanced for more strategic positioning of UNDP (Corporate sponsor – BERA)	Percentage of country office websites compliant with corporate standards <i>(Source: Executive/ BERA Balanced Scorecard – Baseline: 71%)</i>	93%	As part of the Agenda for Organizational Change, a new transparency and accountability indicator (CO Website Updated and Reflects Key UNDP Priorities) will replace the current indicator, and will be introduced in 2014 with a view to upgrade and better reflect the latest organisational priorities, including: <ul style="list-style-type: none"> • Transparency, as defined in the International Aid Transparency Initiative (IATI) as well as adherence to the Information Disclosure Policy. • Communication of results through a coherent and harmonized approach based on UNDP’s global Internet upgrade.
	Number of new and strategic partnership agreements, plans and/or modalities launched with emerging global powers. <i>(Source: New Strategic Partnerships Progress Tracker – Baseline: N/A)</i>	11	Current indicator measure: 7 In 2013, UNDP had in total seven partnership agreements with the following emerging economies: India, Indonesia, Brazil, China, Mexico, South Africa and Turkey. These partnership agreements seek to expand South-South cooperation in support of mutually agreed development priorities. Operationalization of the seven partnership agreements continued in 2013, including but not limited to the following: <ul style="list-style-type: none"> • The Administrator held a high-level partnership dialogue with the South African Minister of International Cooperation, where the partnership agreement and South-South cooperation were discussed. • Mexico, UNDP provided strong support during the preparations of the High Level Meeting on the Global Partnership for Effective Development Cooperation. • UNDP expanded collaboration with China on South-South cooperation, including projects on renewable energy in Ghana and Zambia. Turkey increased its core voluntary contribution from \$1.1 to \$3.0 mil.
	Number of new strategic platforms	11	Current indicator measure: 14

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
	<p>and/or alliances launched with foundations, private sector, civil society organisations and other partners</p> <p><i>(Source: BERA Balanced Scorecard – Baseline: 10)</i></p>		<ul style="list-style-type: none"> • Overall, a total of 50 UNDP offices received USD\$23.9 million in financial contributions from private sector partners in 2013. • In addition, a total of 38 UNDP Offices reported on project activities under Corporate Outcome 1.3 in 2013 (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) with a total 2014 budget of \$164 million and expenditures of \$132 million. • Foundations and post-2015: UNDP initiated a dialogue platform with Foundations to enhance engagement of philanthropy in support of the emerging post-2015 development agenda. Between April and December 2013, UNDP exchanged views with over 300 foundations and organized two high level meetings on this topic during the Development Cooperation Forum and the General Assembly in Sept 2015. • UNDP engaged with the Spanish company Telefonica in a new partnership focused on supporting youth development in Latin America and raising awareness and engage young people around the emerging post-2015 development agenda. • The UNDP Istanbul International Center on Private Sector in Development (IICPSD) together with the Union of Chambers and Commodity Exchanges of Turkey (TOBB) launched a new platform for research and engagement between public and private actors on issues related to the private sector’s role in skills development and new models for vocational training, entitled “Global Alliance for Sustainable Employment”. • The IICPSD also launched a collaboration with the University of Michigan to analyze and promote more significant contributions of foreign direct investments to local economic development and competitiveness. The first country of focus for this initiative in 2013 was Liberia.

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
			<ul style="list-style-type: none"> • UNDP established new relationships with numerous leading global extractive industry associations, initiatives and companies to form synergies and collaboration with UNDP's new global project on the extractive sector, approved in 2013. Several new country level partnerships with extractive industry actors were formed, including with: a major mining company in Brazil to promote local development; with two large oil & gas companies in Colombia to address community development and access to water and improved food security as well as to manage disaster risk; and with a major mining company in Sierra Leone to promote skills and apprenticeships. Several other partnerships are under development. • UNDP hosted "Business Call to Action" initiative with the UNDP Country Offices supported the Philippines Business for Progress launch of a new country level platform for dialogue, advocacy and mobilization of company-led inclusive business initiatives. • UNDP's regional private sector project in Africa launched a major report on building inclusive business for shared prosperity in Africa and convened regional policy dialogues based on the report. <p>Internally, UNDP approved a new Policy on Due Diligence and Partnerships with the Private Sector to strengthen management of risks that arise from increased collaboration. This risk management policy and association risk management tool provides an internal mechanism for greater support and oversight of UNDP's engagement with the private sector.</p>
Programmatic needs supported by effective and efficient financial, ICT, procurement and administrative policies,	Percentage of BoM Balanced Scorecard indicators with satisfactory ratings (<i>Source: BoM Balanced Scorecard – Baseline: 32% achieved; 57% partially achieved in 2009</i>)	60% achieved	Current indicator measure: 75% Out of 12 corporate Annual Business Plan (ABP) indicators included into the BoM 2013 IWP, 9 were completed.
procedures and	Percentage of operating units meeting financial data quality	90%	Current indicator measure: 82% As of the 4th quarter of 2013, 115 out of 135 COs were in the "Acclaim"

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Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
systems (Corporate sponsor – BoM)	standards, including compliance with IPSAS <i>(Source: Financial Data Quality Dashboard – Baseline: 85%)</i>		category of the Comptroller’s List.
	Percentage of internal audit and UNBOA audit recommendations implemented by target completion date <i>(Source: Executive /BoM Balanced Scorecard – Baseline: OAI 75.7%, UNBOA 90%)</i>	OAI: 90% UNBOA: 90%	Current indicator measure: 88% (OAI) UNBOA will report on the 2013 implementation rate in July 2014 when they finalize their audit report.
	Percentage of users satisfied with ICT services and tools <i>(Source: BoM Balanced Scorecard – Baseline: 58% in 2009)</i>	70%	Current indicator measure: 69% Based on the Overall Quality Index Report of the 2012 Products and Services Survey (no HQPSS was conducted in 2013), 69% of all UNDP staff and 79% of country office staff were satisfied with corporate ICT services and tools.
	Percentage of ACP and RCP procurement cases approved upon first submissions. <i>(Source: ACP Database – Baseline: 70%)</i>	75%	Current indicator measure: 75.24% Based on the corporate Procurement Dashboard, 75.24% of cases were approved after first review in 2013.
Security for staff and premises and a safer environment for programme delivery enhanced (Corporate	Percentage of country offices meeting minimum operations security standards (MOSS) <i>(Source: Executive / BoM Balanced Scorecard – Baseline: 63%)</i>	80%	Current indicator measure: 77.8% The overall MOSS compliance of UNDP offices improved from 76.6% in 2012 to 77.8% in 2013, which is an increase of 1.2%.
	Percentage of country offices meeting Business Continuity Plan requirements	95%	Current indicator measure: 95% 95% of country offices confirmed meeting BCP requirements.

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Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
sponsor – Security Office/BoM)	<i>(Source: Executive / BoM Balanced Scorecard – Baseline: 79.6%)</i>		
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	Number of risk-based audit reports of country offices, programmes, projects and other business units and functions issued per year <i>(Source: OAI Database – Baseline: 69)</i>	74	Current indicator measure: 135 The number of reports issued by OAI in 2013 increased by 40 (42%) from 95 in 2012. Source: 2013 Annual Report of OAI (DP/2014/16)
(Corporate sponsor – OAI/Evaluation Office)	Timely review of NGO/NIM audit reports and issuance of review letters <i>(Source: OAI Database – Baseline: 70% in 2009)</i>	75%	Current indicator measure: 86% (as at Dec 2013) OAI conducted an in-depth review of a selected sample of the NGO/NIM audit reports. The sample reviewed by OAI represented 50 percent of the audit reports received and 86 per cent of the NGO/NIM audited expenditure (or \$1.67 billion). Source: 2013 Annual Report of OAI (DP/2014/16)
(Corporate sponsor – OAI/Evaluation Office)	Timely completion of programme evaluations (ADRs, regional, global, South-South) for management and Executive Board consideration before approval of the new programme <i>(Source: EB Website – Baseline: 93% for management 100% for Executive Board)</i>	100% for both	Current indicator measure: 100% Seven programmatic evaluations were presented to the Executive Board at the 2013 annual session. Assessments of Development Results (ADRs) conducted by the UNDP Evaluation Office for Niger and Egypt were made available to the UNDP Executive Board in June and September 2013. Other ADRs conducted in 2012–2013 and submitted with their CPDs in 2013 include Angola and Côte D’Ivoire. Timor-L’este was undertaken but not completed in 2013 and will be submitted with its corresponding country programme document in 2014. The ADR for Croatia, conducted in 2013, will also be made available in 2014. During 2013, ADRs were conducted in Afghanistan, Algeria, Iraq, Kenya and Sierra Leone, and will be submitted to the UNDP Executive Board in 2014. A planned evaluation of UNDP work in Lebanon was postponed due to the Syrian crisis and the deteriorating security situation. These ADRs will be made available the UNDP Executive Board at the same time that the

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
Management recurring			
	Timely quality ratings of all planned decentralised evaluations and issuance of rating report <i>(Source: Evaluation Resource Centre – Baseline: N/A)</i>	Target under development	corresponding country programme documents are presented for approval. In the 2013 Annual Report on Evaluation (ARE), the Evaluation Office (EO) reported 298 decentralized evaluations that were completed in 2013 and made available in the Evaluation Resource Centre as of 31 January 2014. Of these, 223 evaluations were quality assessed by EO. These include 179 decentralized evaluations and 44 terminal evaluations of GEF projects.

(b) UN coordination results

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
United Nations development coordination			
UNDP management of the resident coordinator system enhanced (Corporate sponsor – BERA)	Percentage of completed UNDP actions in response to the Management and Accountability System Report and Implementation Plan <i>(Source: BERA Balanced Scorecard – Baseline: 80%)</i>	100%	<p>Current indicator measure: 100%</p> <p>UNDP has fulfilled its M&A requirements since 2009. However, the rest of the system has been slower responding to this commitment. As of December 2013, 10 agencies have reported full implementation of the Management and Accountability System (MAS) mutual accountability criteria, 9 have reported partial implementation, and 1 has not implemented any of the four criteria.</p> <p>Implementation of the MAS at the country level by the full spectrum of UNDG members remains a core priority for UNDP, to ensure a stronger, collectively owned and accountable RC system. To this end, in 2013, together with our UNDG partners we have revised the Resident Coordinator Job Description and the country guidance for establishing UNCT codes of conducts. The new guidance reflects additional QCPR priorities, facilitates implementation of Delivering as One, and provides up-to-date guidelines for triple-hatted Resident Coordinators.</p> <p>UNDP has additionally committed to improve the functionality of the functional firewall by ensuring that RCs sign letters of delegation of authority with UNDP Country Directors for a series of RR duties, so that they are ultimately further available for their system-wide tasks.</p> <p>Additionally, to strengthen quality assurance mechanisms around MAS implementation, we have encouraged the UNDG to collect MAS implementation data at both HQ and country level to ensure that policies adopted by agencies headquarters trickle down and are fully implemented by country offices and representatives.</p>
Ownership of the resident coordinator system by the United Nations development system	Percentage of UN System partners satisfied with UNDP's management of the resident coordinator system <i>(Source: BERA Balanced Scorecard – Baseline: 69% in</i>	75%	<p>Current indicator measure: 71%</p> <p>Data from 2012 Partners Survey</p>

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
United Nations development coordination			
strengthened (Corporate sponsor – BERA)	2009)		
Effective coordination and facilitation on programming and common business operations provided to the United Nations country team (Corporate sponsor – DOCO)	Percentage of DOCO outputs achieved in the UNDG work plan <i>(Source: UNDG work plan – Baseline: 90%)</i>	100%	Current indicator measure: 93% In 2013, the UNDG adopted a new work plan for 2013-2014, which is fully aligned with the QCPR and the UNDG Strategic Priorities for 2013-2016. Therefore, this figure cannot be directly compared with the figures for previous years. DOCO's work plan is fully aligned with the UNDG work plan both in content and timing. The above figure reflects DOCO outputs that were completed in 2013 and those that are on track to be completed in 2014. Outputs that have either been cancelled or are experiencing delays have not been included.

(c) Special purpose results

Outputs	Output indicators; baseline refers to 2010 unless otherwise stated	Target 2013	Progress against targets
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 mobilised for Millennium Development Goals, humanitarian, post crisis and peace building activities <i>(Source: HCM and UNV database – Baseline: 7,960 UNV; 15,109 online volunteer assignments)</i>	5% increase	Current indicator measure: 13% increase in online volunteer assignments and 19% decrease in UN Volunteer assignments. In 2013, UNV administered 17,370 Online Volunteering assignments, which represents 13% increase from 2010 baseline. UN Volunteer assignments declined by 19% as compared to 2010 with 6,459 UN Volunteer assignments in 2013. It should, however, be noted that historical peaks in UN Volunteer numbers seen in and around the baseline of 2010 were defined by increased demand for UN Volunteers in the peace-keeping missions, as well as one-off large electoral support missions. The consequent gradual decline is related to a number of factors, including the close-down of a large peacekeeping mission (United Nations Integrated Mission in Timor-Leste), the closedown of electoral support missions and continued “right sizing” exercises in a number of others, as well as deployment challenges due to security and absorption capacity. The UNV Strategic Framework 2014-2017 has taken into account the challenges outlined in the peace and development landscape and set a clear course and theory of change to increase numbers in the years ahead.
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 <i>(Source: UNCDF scorecard – Baseline: 70%)</i>	100%	This indicator is no longer a part of the UNCDF scorecard and is not included in the UNCDF 2013 Results-Oriented Annual Report.

Annex IV: Provisional 2013 programme expenditure

Table 2: Provisional 2013 programme expenditure (regular, other, non-LDC, LDC) by strategic plan focus area and corporate outcome⁶

Strategic plan focus area / corporate outcome	2013 programme 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										
1.1. 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	\$78,817	14%	\$216,080	38%	\$274,058	48%	\$385,725	68%	\$183,230	\$568,955
1.2. 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	\$27,264	14%	\$70,865	36%	\$99,244	50%	\$144,722	73%	\$52,651	\$197,373
1.3. 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	\$22,371	17%	\$83,010	64%	\$24,068	19%	\$49,643	38%	\$79,805	\$129,448
1.4. Strengthened national capacities to integrate into the global economic system and	\$24	2%	\$1,486	98%	\$0	0%	\$1,122	74%	\$388	\$1,510

⁶ This table reflects total UNDP programme expenditures for 2013 at global, regional, and country programme levels, while elsewhere in this report expenditures solely reflect country-level programming.

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Strategic plan focus area / corporate outcome	2013 programme 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
to negotiate and manage traditional & emerging development finance for inclusive development										
1.5. 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	\$2,837	12%	\$20,384	87%	\$179	1%	\$15,740	67%	\$7,660	\$23,400
1.6. 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	\$4,930	2%	\$220,631	96%	\$3,095	1%	\$167,403	73%	\$61,253	\$228,656
1.7. Strengthened national capacities for implementation of HIV funds and programmes, including those financed through multilateral initiatives like the Global Fund to fight AIDS, Tuberculosis, and Malaria	\$3,210	2%	\$128,864	97%	\$794	1%	\$34,111	26%	\$98,757	\$132,868
Other	\$14,783	20%	\$37,065	49%	\$23,161	31%	\$73,476	98%	\$1,534	\$75,010
Focus area 1 total	\$154,236	11%	\$778,385	57%	\$424,598	31%	\$871,943	64%	\$485,276	\$1,357,220
Focus area 2: Fostering democratic governance										
2.1. Civil society, including civil society organisations and voluntary associations, and the private sector contribute to the MDGs in support of national planning strategies and	\$2,540	13%	\$10,248	54%	\$6,304	33%	\$16,598	87%	\$2,493	\$19,091

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Strategic plan focus area / corporate outcome	2013 programme 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
policies										
2.2. Electoral laws, processes and institutions strengthen inclusive participation and professional electoral administration	\$21,219	13%	\$117,061	74%	\$20,313	13%	\$66,500	42%	\$92,093	\$158,593
2.3. Access to information policies support accountability and transparency	\$1,191	2%	\$6,917	14%	\$40,248	83%	\$47,514	98%	\$842	\$48,356
2.4. National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services	\$63,121	20%	\$150,175	48%	\$100,041	32%	\$179,397	57%	\$133,940	\$313,337
2.5. Legislatures, regional elected bodies, and local assemblies have strengthened institutional capacity, enabling them to represent their constituents more effectively	\$16,168	20%	\$51,911	64%	\$12,783	16%	\$33,026	41%	\$47,835	\$80,862
2.6. 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	\$11,691	15%	\$63,655	80%	\$4,527	6%	\$59,739	75%	\$20,135	\$79,874
2.7. Strengthened capacities of national human rights institutions	\$11,626	7%	\$52,134	32%	\$100,408	61%	\$138,572	84%	\$25,595	\$164,168
2.8. Strengthened national, regional and local level capacity to mainstream gender equality and women's empowerment in government policies and institutions	\$5,526	11%	\$39,554	80%	\$4,141	8%	\$46,807	95%	\$2,414	\$49,221

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Strategic plan focus area / corporate outcome	2013 programme 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
2.9. Strengthened national-, regional- and local-level capacity to implement anti-corruption initiatives	\$6,011	19%	\$23,562	73%	\$2,678	8%	\$28,102	87%	\$4,149	\$32,250
Other	\$21,863	26%	\$50,916	61%	\$10,915	13%	\$45,121	54%	\$38,573	\$83,694
Focus area 2 total	\$160,956	16%	\$566,132	55%	\$302,358	29%	\$661,376	64%	\$368,069	\$1,029,445
Focus area 3: Supporting crisis prevention and recovery										
3.1. National and local institutions have the capacities to reduce the impact of disasters, especially climate change related disasters, on vulnerable communities	\$11,691	18%	\$53,081	81%	\$617	1%	\$21,384	33%	\$44,005	\$65,389
3.2. National and local institutions have the capacities to prevent, reduce and mitigate the impact of conflict	\$9,495	8%	\$112,155	92%	\$356	0%	\$18,678	15%	\$103,328	\$122,006
3.3. National and local institutions have the capacities to fulfill key functions of government for recovery in early post-crisis situations	\$4,468	13%	\$23,456	67%	\$7,152	20%	\$33,542	96%	\$1,535	\$35,077
3.4. 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	\$0	0%	\$459	100%	\$0	0%	\$459	100%	\$0	\$459
3.5. National and local institutions have the capacity to deliver improved justice and	\$6,232	1%	\$591,169	97%	\$10,827	2%	\$26,309	4%	\$581,918	\$608,227

Strategic plan focus area / corporate outcome	2013 programme 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
security, including safeguarding citizen security, in conflict-affected settings										
3.6. Livelihoods and economic recovery generated, including infrastructure restoration, employment and sustainable income earning opportunities for crisis affected communities	\$14,797	12%	\$109,694	86%	\$2,600	2%	\$63,669	50%	\$63,422	\$127,091
Other	\$18,086	34%	\$33,323	63%	\$1,512	3%	\$45,689	86%	\$7,231	\$52,921
Focus area 3 total	\$64,768	6%	\$923,337	91%	\$23,064	2%	\$209,730	21%	\$801,439	\$1,011,170
Focus area 4: Managing energy and the environment for sustainable development										
4.1. Development plans and programmes integrate environmentally sustainable solutions in a manner that promotes poverty reduction, MDG achievement and low-emission climate-resilient development	\$23,782	9%	\$200,245	75%	\$42,562	16%	\$226,816	85%	\$39,774	\$266,589
4.2. 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	\$4,762	19%	\$18,308	74%	\$1,664	7%	\$13,415	54%	\$11,318	\$24,733
4.3. 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	\$29,246	11%	\$228,714	85%	\$11,785	4%	\$207,047	77%	\$62,698	\$269,745

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Strategic plan focus area / corporate outcome	2013 programme 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
populations										
Other	\$3,041	6%	\$38,701	78%	\$7,765	16%	\$47,388	96%	\$2,119	\$49,507
Focus area 4 total	\$60,831	10%	\$485,968	80%	\$63,776	10%	\$494,666	81%	\$115,908	\$610,575
<i>Total development expenditure linked to the strategic plan development results framework</i>	\$440,791	11%	\$2,753,822	69%	\$813,796	20%	\$2,237,716	56%	\$1,770,693	\$4,008,409
<i>Other development expenditure including development effectiveness</i>	\$30,668	13%	\$148,906	64%	\$54,520	23%	\$144,810	62%	\$89,284	\$234,094
Grand Total development expenditure	\$471,459	11%	\$2,902,728	68%	\$868,316	20%	\$2,382,526	56%	\$1,859,977	\$4,242,503

Annex V: Data responding to Executive Board requests**Comparison of UNDP expenditures on UN system coordination and programming (decisions 2009/22, 2009/9, and 2008/24)**

19. Executive Board Decision 2009/9 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, annualised 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 annualised estimates translated into 0.8% of the total operational expenditure for development activities of the UN system.
20. Total expenditure on coordination for UN operational activities reported by UNDP in 2013 totaled \$121 million (including staff time allocated for coordination). This includes \$12.1 million raised from donors by the Development Operations Coordination Office (DOCO). Overall coordination costs in 2013, including UNDP staff-costed time for UN coordination, stood at approximately 0.75 per cent of the total expenditure for operational activities for development of the UN system.
21. 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 a workload survey as presented in Executive Board document DP/2008/3. In 2012, it stands at 27%. There were no workload studies carried out in 2013.

Table 3: Provisional 2013 programme expenditure by region in thousands of US dollar (decision 2008/14)

Region	Regular Resources	Other Donor Resources	Local Resources	Total Expenditure
RBA	200,712	731,554	48,358	980,624
RBAP	106,809	1,059,709	27,146	1,193,664
RBAS	33,091	388,203	115,014	536,307
RBEC	30,038	241,324	57,593	328,955
RBLAC	23,355	251,101	616,871	891,327
CO Total	394,005	2,671,891	864,982	3,930,878
HQ Total	77,454	230,836	3,335	311,625
Grand Total	471,459	2,902,728	868,316	4,242,503

Annex VI: Overview of the status of implementation of management responses to independent and decentralised evaluations during 2013

22. The present annex is submitted in compliance with Executive Board decision 2011/3 (paragraph 7) on the Evaluation Policy, which requests UNDP “to include an overview of the status of the implementation of management responses in the annual report of the Administrator”.
23. Section (a) below provides a statistical overview of the status of implementation of key actions in management responses to independent evaluation conducted by the Evaluation Office during 2013. Section (b) provides a statistical overview of the status of implementation of key actions in management responses to decentralized evaluations completed during the same period. The data presented below reflects the information available in the Evaluation Resource Centre (ERC) database (erc.undp.org) as of April 1st 2014.

(a) Status of implementation of key actions in management responses to independent evaluations 2008-2013⁷

Title	Mgmt. Response Status	No. of Key Actions	Completed /Ongoing	Status of key Actions			
				Initiated	Not Initiated	No Longer Applicable	Overdue
2013							
Assessment of Development Results: Angola	Yes	18	16	2	0	0	0
Evaluation of the Fourth Global Programme	Yes	24	5	15	0	0	4
Evaluation of UNDP Regional Programme for Latin America and the Caribbean (2008-2013)	Yes	17	5	11	0	0	1
Evaluation of UNDP Contribution to South-South and Triangular Cooperation (2008-2011)	Yes	21	7	10	1	0	3
Evaluation of the Regional Programme for Asia and the Pacific (2008-2013)	Yes	22	10	7	0	0	5
Evaluation of the Regional Programme for Europe and the CIS (2011-2013)	Yes	19	2	17	0	0	0
Evaluation of the Regional Programme for Arab States (2010-2013)	Yes	12	9	3	0	0	0
Evaluation of UNDP Strategic Plan 2008-2013	Yes	11	9	2	0	0	0
Evaluation of the Regional Programme for Africa (2008-2013)	Yes	20	18	2	0	0	0
Assessment of Development Results: Cote d'Ivoire	Yes	6	3	0	0	0	3
Assessment of Development Results: Niger	Yes	17	8	8	0	0	1
Evaluation of UNDP Contribution to Poverty Reduction	Yes	15	3	3	0	0	9
Evaluation of UNDP Support to Conflict-Affected Countries i the Context of UN Peace Operations	Yes	35	13	5	5	0	12
Totals 2013							
13 Evaluations	8	219	92	83	6	0	38
				219			

⁷ Note that the ERC management response dashboard provides the option to enter actions as “ongoing”. Such actions are of a continuous nature and have no set deadline for completion, but the responsible units are implementing them. Therefore, they are considered as “completed” for reporting purposes. Note also that the figures in the last column show the number of initiated, not initiated and/no longer applicable key actions that are “overdue”.

Annex VII: Preliminary QCPR indicator results

Starting from June 2015 when the first annual report on the Strategic Plan 2014-2017 is released, UNDP will integrate QCPR implementation reporting into its annual reporting on the Strategic Plan. The initiative is a direct response to ECOSOC resolution 2013/5 and a further step towards full alignment between the UNDP Strategic Plan and QCPR cycles, and overall simplification of reporting processes at Headquarters. In this regard, UNDP's reporting will be guided by the Secretary-General's QCPR Monitoring and Reporting Framework, to which UNDP has been a core contributor, in close consultation with DESA and other UNDG members. Internally, to ensure a rigorous QCPR follow-up process, UNDP has put in place a cross-bureau mechanism consisting of a QCPR Task Team and QCPR Implementation Plan which translates QCPR mandates into actionable tasks that the organization has to take to achieve the desired results. Lead bureaus and units have been identified for each task, together with the required deadlines for completion and a regular progress reporting schedule. The standing QCPR Task Team is also responsible for identifying bottlenecks in implementation and proposing measures to address them.

While it is expected that the QCPR implementation plan will become the main tool for UNDP's individual QCPR reporting to the Executive Board throughout the current QCPR cycle, in the interim, the present annex is supplemental to Section V of the Annual Report and provides update on progress made on UNDP efforts to address key areas of the QCPR. It follows the structure and format of the S-G's QCPR Monitoring and Reporting Framework. However, while the framework outlines system-wide indicators that will be reported through the Secretary-General's report to the Economic and Social Council, the present annex focusses on UNDP-specific actions to address key QCPR mandates to date. The indicators chosen are those considered most relevant to UNDP's mandate as well as priority areas for the Executive Board. Further data will be provided in future reports once on-going inter-agency work on data sources and collection mechanisms is complete.

Annexes to the Annual Report of the Administrator on the Strategic Plan 2008-2013: Performance and Results for 2013

Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
FUNDING OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT					
12	35	# of UN entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base.	In Progress	UNDP funding from programme countries for local resources and third party contributions increased by 24% in 2013. In addition, 56 member states contributed to UNDP regular resources in 2014 as compared to 50 in 2013. UNDP will present a paper on "Status of regular and other funding to UNDP and its administered funds for 2014 and onward" to the EB in September 2014, outlining how UNDP is delivering on its commitment in the Strategic Plan to increase the scale and effectiveness of its engagement in South-South and triangular cooperation and private sector partnerships.	Annual Report
(not in S-G's framework)	36	Provide information on efforts made in communicating to the general public in annual reports	Ongoing	UNDP has updated its information disclosure policy, quarterly information on projects is now posted online, an Illustrated Annual Report is completed each year, results factsheets are produced on an on-going basis and several films and web stories for the general public have been completed and are being produced on an on-going basis. As part of its transparency and openness agenda and in line with requirements of the IATI, UNDP significantly expanded the set of data and information about its activities published at its portal, http://open.undp.org . In 2013, UNDP increased its ranking from tenth to fourth place in the Publish What You Fund Aid Transparency Index.	Annual Report
13	39	# of UN funds and programmes that defined common principles for the concept of critical mass of core resources by 2014	In Progress	UNDP has been engaging with EB members on how best to resource UNDP's 2014-2017 Strategic Plan. UNDP held several meetings with EB regional groups, the EB Bureau and EB members on all funding issues including, but not restricted to, critical mass of core resources and structured dialogues on financing development results, emphasizing predictable, flexible and quality funding, aligned to Strategic Plan outcomes. On May 8, UNDP held a workshop on the Strategic Plan 2014-2017 funding issues. Additional workshops will be organized in 2014. A paper on critical mass is scheduled to go to UNDP's Executive Board at its second regular session in September 2014.	Annual Report
17	46	# of UN entities that held structured dialogues in their respective governing bodies during 2014 on how to finance the development results agreed in the new strategic planning cycle.			
14	41	# of UN entities consolidating all projected core and non-core resources within an integrated budgetary framework.	Achieved	At the second regular session of 2013, the Executive Board approved for the first time a UNDP integrated budget, in line with the QCPR directives on aligning programming and resources. Continuing efforts to ensure high-quality financial management resulted in the clean audit opinion from the United Nations Board of Auditors on the UNDP 2012 financial statements, the first to comply with the International Public Sector Accounting Standards.	Annual Report IRRF
18a	10, 11,	% share of core country-level programme expenditures		a. 52% (2013)	Annual Report

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Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
18b	13, 19, 30	spent in Least Developed Countries (excluding local resources).	Ongoing	b. 54% (2013)	S-G report
		% share of total country-level programme expenditures spent in Least Developed Countries (excluding local resources).			
19	47, 53	# of UN entities that have adopted harmonized cost recovery frameworks by end of 2013.	Achieved	UNDP, UNICEF, UNFPA and UNWOMEN have harmonized their cost recovery practices and methodology in order to achieve 'full cost recovery' as mandated by the General Assembly's QCPR resolution. (See EB documents DP/FPA/2012-1 & DP/FPA/2013-1 and related EB decisions, DP/2013/10.	Annual Report S-G report
20a	43, 48,	% of total core expenditures on development-related activities by funds and programmes directed to programme activities	Ongoing	c. 54% (2013)	Annual Report S-G report
20b	51, 53	% of total non-core expenditures on development-related activities by funds and programmes directed to programme activities		d. 88% (2013)	
22	54	# of UN entities reporting on cost recovery amounts within their regular financial reporting.	Achieved	UNDP reports the cost recovered amounts in the annual financial report.	Annual Report
CAPACITY BUILDING AND DEVELOPMENT					
28	63	Average % of agency country offices using the common UNDG capacity measurement approach (when fully developed)	In progress	UNDG will develop the common capacity measurement approach in 2014. Reporting on it is expected to begin in 2015.	S-G Report
29	14, 15	Three dimensions of sustainable development reflected in strategic plans of UNDG members	Achieved	The vision of the Strategic Plan 2014 - 2017 is to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. The outcomes and engagement principles of the new Strategic Plan are underpinned by the economic, social and environmental dimensions of sustainable development, and the construction of the plan reflects the multidimensional and inter-related nature of the development outcomes. The integrated results and resource framework (IRRF) maps out the seven planned outcomes with indicators, baselines, milestone and targets to track the progresses and lessons learned for decision-making. Outcome 1 aims to achieve inclusive and sustainable growth and development incorporating productive capacities that create employment and livelihoods for the poor and excluded). Outcomes 2 and 4 stress the importance of equity, as key dimension of sustainable development. Outcome 5 focuses on risk resilience, particularly with respect to climate change, whilst outcome 7 highlights the commitment for development debates and actions at all levels to prioritize poverty, inequality and exclusion, consistent with UNDP's engagement principles.	Annual Report
Not	Not	UNDP efforts to enhance support to capacity development	Ongoing	A Capacity Development Tracker was launched in 2011 to assess the	Annual Report

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Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
applicable	applicable			<p>level of integration of capacity development in the design of UNDP projects. It includes measures to determine how well projects have defined capacity development results and indicators. Additional guidance material including measurement methodologies and tools have been developed and applied in countries across all five regions.</p> <p>The Strategic Plan emphasizes the importance of strengthening national ownership and capacity, and the use of national systems for monitoring and reporting on SP results. UNDP has also developed an issues brief on Strengthening National Capacities to Manage for Results (2013) and supported the development of national evaluation capacities by working with the Evaluation Office to design and deliver the Third International Conference on National Evaluation Capacities, held in Sao Paulo from 29 September – 2 October 2013. UNDP's SP/IRRF 2014-2017 includes capacity development indicators, milestones and targets in relevant outputs to track progress and learn lessons about achieving durable results that can be sustained by national partners and institutions.</p>	
POVERTY ERADICATION					
Other	Other	UNDP's contributions to the UN system's efforts towards poverty eradication	Ongoing	<p>UNDP's SP 2014-2017 has as its vision the "Eradication of poverty and significant reduction of inequalities and exclusion". It will contribute to this vision through supporting sustainable development pathways, inclusive and effective democratic governance, and building resilience, with a particular focus on voice and opportunities for excluded and vulnerable populations. UNDP coordinates with the UN system through a number of fora and joint initiatives for poverty reduction. For example, through the MDG Task Force – an UN wide platform to advance MDG achievement as related to poverty reduction issues – UNDP coordinates with the rest of the system on ways to enhance support to countries on MDG acceleration efforts. Since 2010, a total of 56 countries from all regions have used the MAF to develop and implement MDG action plans in the areas of maternal health, poverty, hunger, employment, water and sanitation, HIV/AIDS, at both national and sub-national levels. The MAF reflects a global determination towards MDG acceleration. UNDP continues to facilitate country reporting on the achievement of the MDGs, while enabling the transition to the new global agenda.</p>	N/A
SOUTH-SOUTH COOPERATION AND DEVELOPMENT OF NATIONAL CAPACITIES					
32	74,77	# of UN entities that integrate south-south cooperation into their strategic plan.	Achieved	<p>UNDP has prioritised SSC as a mainstreamed way of working in its new Strategic Plan (2014-17). UNDP will serve as a knowledge broker, a capacity development supporter, and a partnership</p>	S-G report

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Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
				facilitator in supporting SSC, utilizing its global, regional and country programme reach and resources. UNDP has committed to developing an organisational strategy for SS&TC by the end of 2014, in support of the SP.	
33	74,77	# of UN entities that actively report on south-south cooperation in their annual reports	Ongoing	UNDP has integrated SSC-related questions into its corporate Annual Result Oriented Reporting system, enabling country offices and all units in the organization to systematically report on SSC results. On this basis, UNDP has reported on SSC in its annual reports for the past three years. As of 2013, UNDP had in total seven partnership agreements seeking to expand South-South cooperation with the following emerging economies: India, Indonesia, Brazil, China, Mexico, South Africa and Turkey. Operationalization of the seven partnership agreements continued in 2013.	Annual Report
GENDER EQUALITY AND WOMEN'S EMPOWERMENT					
37	86 89	# of UN entities that track and report on allocations and expenditures using gender markers	Ongoing	In 2010 UNDP rolled out a gender marker for tracking expenditures made to advance (or contribute to achieving) gender equality and the empowerment of women. The Gender Marker allows UNDP to track budget and expenditure for gender equality results; monitor and analyze trends by region, country and outcome; have a more efficient planning and decision making and improve overall UNDP reporting and accountability on gender equality. UNDP reports every year on gender marker results to the Executive Board and UN-SWAP.	S-G report
39	86 92	# of entities that have achieved gender balance among both General Service staff and high-level posts (P4 and above)	In progress	A Gender Parity Strategy was endorsed by UNDP senior management in July 2013. As of April 2014, close to 50% of UNDP staff are women. In the entire workforce (among staff and Service Contract holders) women account for a somewhat lower 42%. Among international professionals, 42% are women, with disparities between men and women still persisting, especially at the P4/P5 and D1/D2 level. To improve gender balance among UNDP personnel, a number of important projects and processes were commenced in line with actions envisaged by the Strategy. Some of the most noteworthy ones include: a review of selection processes to better understand gender biases in recruitment decisions; a Talent Management Programme for Female Professionals, a virtual Mentoring Programme for Mid-Level Women professionals, the development and inclusion of gender-related competencies in the new technical competencies framework as a step towards ensuring availability of relevant capacity in the organization.	S-G report
N/A	Other	Further UNDP contributions in the area of gender equality	Ongoing	UNDP is a lead agency of the UN system committed to support the promotion of accountability of gender investments. UNDP co-chaired the Subgroup that prepared the Guidance Note on common	N/A

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Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
				principles and standards for gender markers endorsed by the undg.	
TRANSITION FROM RELIEF TO DEVELOPMENT					
43	104, 105	# of countries in which agreements / arrangements/ initiatives exist with key partners including the Bretton Woods institutions for response to crisis	Ongoing	Over the last 6-9 months, significant joint initiatives in conflict related contexts between the UN and the WB have been undertaken in at least CAR, Somalia, South Sudan, Yemen and Great Lakes in addition to the on-going close cooperation in DRC and Liberia, covering a range of initiatives at the strategic level, including joint assessments, planning and results frameworks and funding mechanisms, in addition to staff secondment.	Annual Report
44	107	Endorsement of standardized instruments by the Secretariat entities and the UN Development system to support joint programming and business operations in countries with a UN mission present	Ongoing	The Secretariat and the UNDS developed, and the Secretary-General approved the Policy on Integrated Assessment and Planning and the Policy on UN Transitions in the Context of Mission Drawdown or Withdrawal. Both policies are key for guiding the UN's support to peace consolidation in an integrated and sustainable manner. The Global Focal Point for Police, Justice and Corrections co-led by DPKO and UNDP is operational at headquarters and in 15 integrated mission settings.	Annual Report
IMPROVED FUNCTIONING OF THE UN DEVELOPMENT SYSTEM					
56	119	# of UN entities who have simplified and harmonized agency-specific programming instruments (specify type of instrument)	Ongoing	The Executive Board approved a modified format and procedures for CPDs at its first regular session of 2014. UNDP is introducing the new format at the annual session to address, at the first opportunity, expectations of its Strategic Plan for 2014-2017. UNDP, UNFPA and UNICEF will introduce new procedures for the review and approval of CPDs at the second regular session.	Annual report
60	121	# of UN agencies which have aligned planning and budgeting cycles to the QCPR timeframe	Achieved	UNDP has already aligned its planning and budgeting cycles with the QCPR. The organization has been able to take full advantage of QCPR guidance in the design and implementation modalities of its Strategic Plan (2014-2017).	Annual Report
61	42, 124(h) 130(a) 130(c) 131	Full implementation of the following elements of the M&A system:	Achieved	UNDP has fulfilled its M&A requirements since 2009. However, the rest of the system has been slower responding to this commitment. As of March 2014, 10 agencies have reported full implementation of the MAS mutual accountability criteria, 9 have reported partial implementation, and 1 has not implemented any of the four criteria. UNDP views implementation of the MAS at the country level by the full spectrum of undg members as a core priority for ensuring a stronger, collectively owned and accountable RC system. Additionally, UNDP has recently committed to improve the functionality of the functional firewall by ensuring that RCs sign letters of delegation of authority with UNDP Country Directors for a series of RR duties, so that they are ultimately further available for their system-wide tasks. Data on this will be available through the	Annual Report S-G report
61a		- % of UN entities that have revised the Job description of their UNCT members to recognize the role of the RC			
61b		- % of UN entities recognizing reporting obligations to the RC on resource mobilization and programme implementation performance of any UNDAF/One Programme elements led by the agency			
61c		- % of UN entities that have included RC's inputs in UNCT members performance appraisal system			
61d		- % of UN entities that have included UNCT results in agency representatives' performance			

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Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
61e		appraisal system - % of UNDP country directors that have signed delegation of authority letters, including for resource mobilization, with RC/RRs	Ongoing	next S-G report.	
65	128	# of UN entities fully implementing the cost-sharing arrangement	Achieved	a. UNDP agreed to contribute in full and has already made its contribution to the RC system cost sharing for the 2014/2015 biennium. b. The undg has committed to develop a common methodology for capturing in-kind contributions to the RC system in 2014.	Annual Report S-G Report
67a	128	Contributions in cash provided to the RC system			
67b		Contributions in kind provided to the RC system			
68	124(a), (b) 127(c)	RCAC reviewed and improved with the ultimate goal of bringing in high-caliber leaders	Ongoing	With UNDOCO as Co-Chair, UNDP has convened an inter-agency Steering Committee to review the RCAC. A completely new Assessment Centre is being designed, with the view to improving its relevance and rigor, in support of the goal of bringing in high-calibre leaders to the RCAC Pool.	S-G report
69	124(J)	% of UNCTs by agency with 'very adequate' delegated authority to make decisions on behalf of their agency.	In Progress	UNDP CD and DRR job descriptions indicate delegation of authority from the RR with respect to decision making. The JDs of UNDP's CDs lays out the delegated authority to represent UNDP in the UNDAF and One UN processes (where applicable), ensuring the effective utilization of the UNDP's programme, operations, implementation, assessment and quality guidelines, standards and tools.	S-G report
76	143 & E/RES/2014/5	Options for the review and approval of the common country programme documents of the "Delivering as one" countries presented to ECOSOC in 2014	In progress	UNDP is committed to improve the coherence and quality of its support to nationally-coordinated development. Inter alia, it is working closely with UNICEF and UNFPA to promote substantive coherence, process efficiency and results orientation through innovations in joint monitoring. Changes to several aspects of programme and project management are already under way, as is work on quality standards. To better inform discussion on the common CPD, UNDP, UNFPA and UNICEF are conducting a survey of the experiences of country offices that have adopted common CPDs to date. The survey will provide up-to-date information on experiences with the common CPD as an input into further discussion.	S-G report
SIMPLIFICATION AND HARMONIZATION OF BUSINESS PRACTICES					
83	152	Plan for consolidated common support at country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, ICT and other services	In progress	UNDP together with agencies, funds and programmes is piloting the Business Operations Strategy in 11 countries. At the end of 2014/early 2015 a cost-benefit analysis involving both the undg and the HLCM will be conducted to produce evidence that will inform plans for the establishment of consolidated support services.	S-G report
85	159	Proposal on the common definition of operating costs and a common and (standardized) system of cost control presented in 2014	In progress	UNDP, UNFPA, UN Women and UNICEF are assessing the feasibility of expanding the common cost categories through a working group led by UNICEF. The objective is to agree on common cost	S-G report

Annexes to the Annual Report of the Administrator on the Strategic Plan 2008-2013: Performance and Results for 2013

Indicator # in SG's framework	Operative Paragraph in QCPR	Corresponding Indicator in the Secretary-General's QCPR Monitoring Framework	Status (Color coded)	Progress Update	Reported Through
				classification and at a later stage a standardized system of cost controls.	
88a	152, 154	# of countries implementing common services	In progress	The new policy on LTAs offers increased flexibility and over 250 LTAs from other United Nations agencies are now available to UNDP offices. E-Tendering, now expanded to several regions, has improved transparency and shortened processing times, and is expected to generate recurring annual savings of \$ 500,000. Going forward, transactional services will increasingly be provided through global shared service centres – already established in Kuala Lumpur (finance) and Copenhagen (human resources) – as well as regional hubs.	S-G report
88b		# of countries implementing common LTAs			
88c		# of countries implementing harmonized approach to procurement			
88d		# of countries implementing common HR management			
88e		# of countries implementing ICT services			
88f		# of countries implementing financial management services			
90	153	# of UN entities that presented plans to their governing bodies for intra agency rationalization of business operations by the end of 2013.	In Progress	As part of the ongoing alignment in support of the new Strategic Plan, UNDP will strengthen its two existing global shared service centres in Copenhagen and Kuala Lumpur.	Annual Report
RESULTS-BASED MANAGEMENT					
92	166 168	# of UN entities using common RBM tools and principles as identified in the UNDG RBM handbook	In Progress	UNDP, UNFPA, UNWOMEN, WFP, UNOPS, and UNICEF are working to define an adequate methodology to measure data under this indicator. All agencies have committed to supplement this measurement tool to their own country programming quality assurance processes.	S-G report
93	170	# of UN entities that have prepared clear and robust results frameworks for strategic plans for implementation in 2014	Achieved	UNDP Strategic Plan 2014-2017 Integrated Results and Resources Framework (IRRF) - approved at the Second Regular Session in September 2013 - has been populated with baselines, annual milestones, and multi-year targets.	Annual Report
95a	166	Average % share of total personnel at country level dedicated to RBM and M&E.	In Progress	42 per cent of country offices had at least one monitoring and evaluation specialist, compared to 23 per cent in 2012. To ensure that the organization is fit for purpose to deliver on the Strategic Plan, a major organizational change process is taking place to ensure that regional and country offices are better supported for programme implementation to deliver results and this includes ensuring effective and strengthened RBM human and financial resource capacities. Required HQ capacities are also being reviewed.	S-G report
95b		Average % share of total personnel in the HQ-level office dedicated to RBM and M&E			

Annex VIII: Sources of information appearing in the Annual Report of the Administrator 2013

Paragraph 1: *Cumulative review and annual report of the Administrator on the strategic plan: performance and results for 2008-2012*

Paragraph 5: *MyWorld data and analytics*, <http://data.myworld2015.org/>

Paragraph 10, Table 1: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 10: *UNDP Strategic Plan, 2014-2017: Changing with the World*

Paragraph 10: *UNDP Strategic Plan 2014-2017: Integrated Results and Resources Framework*

Paragraph 11-14: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 15: *UNDP Contribution to Poverty Reduction – January 2013*

Paragraph 16: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 18-29: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 30: *Evaluation of UNDP Contribution to Strengthening Electoral Systems and Processes – August, 2012*

Paragraph 31-40: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 40: *Evaluation of UNDP Support to Conflict-Affected Countries in the Context of UN Peace Operations – January 2013*

Paragraph 40: *Evaluation of UNDP Contribution to Disaster Prevention and Recovery - December 2010*

Paragraph 41-54: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 58-60: *Results Oriented Annual Report (ROAR) Analysis Tool – UNDP 2013*

Paragraph 72: 2013 Aid Transparency Index results, <http://ati.publishwhatyoufund.org/index-2013/results/>