



UNITED NATIONS POPULATION FUND

UNFPA strategic plan, 2018-2021

Annex 1. Integrated results and resources framework

Summary

This annex contains the integrated results and resources framework of the UNFPA strategic plan, 2018-2021. The integrated results and resources framework specifies the outcomes, outputs and indicators with baselines and targets for the UNFPA strategic plan.

Some facts regarding the integrated results and resources framework of the UNFPA strategic plan, 2018-2021

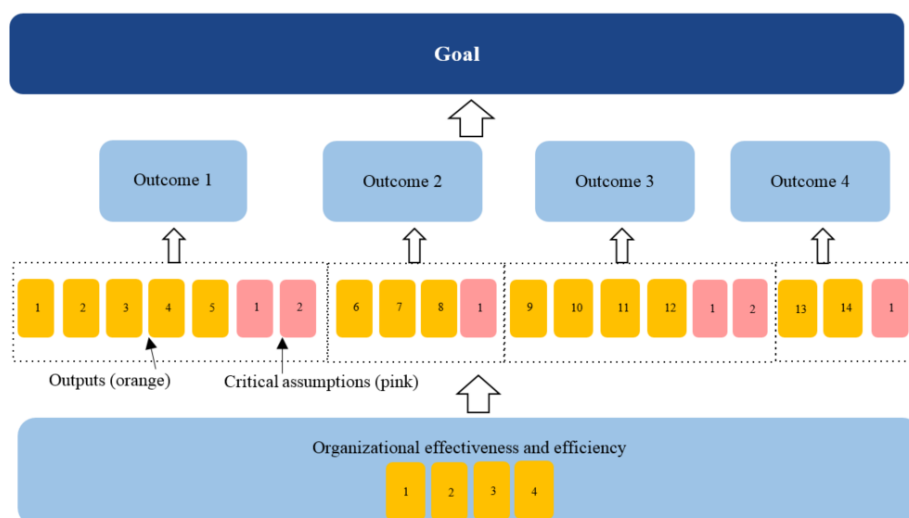
- (a) Sixty per cent of the outcome and impact indicators are Sustainable Development Goal indicators. All 17 Sustainable Development Goal indicators prioritized by UNFPA are captured in the integrated results and resources framework at various levels.
- (b) Fifty-three per cent of the outcome and impact indicators are common indicators used by the other funds and programmes of the United Nations, such as the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The shared outcome and impact indicators measure the development results on which the funds and programmes of the United Nations will work together, to achieve common objectives.
- (c) Eighty per cent of the outcome indicators are disaggregated by one or more of the following categories: sex, age, residence, location, region, wealth quintile and disability.
- (d) Four indicators are included in the results and resources framework to capture work and results related to disability.
- (e) The majority of indicators in the organizational effectiveness and efficiency section of the integrated results and resources framework are in accordance with General Assembly resolution 71/243 of 21 December 2016, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (Quadrennial Comprehensive Policy Review). In addition, six indicators to assess organizational effectiveness and efficiency are shared with other funds and programmes of the United Nations, including UNDP, UNICEF and UN-Women. These indicators are also in accordance with the Quadrennial Comprehensive Policy Review.
- (f) Sixteen indicators that assess the progress of UNFPA humanitarian and resilience-building work are mainstreamed in the integrated results and resources framework of the UNFPA strategic plan, 2018-2021.
- (g) Over 85 per cent of the output indicators include disaggregation by small island developing States, the least developed countries and UNFPA geographical regions. In a few cases, the disaggregation includes the UNFPA priority countries by thematic area and/or programme.
- (h) Over 85 per cent of the output indicators measure UNFPA support to national capacity development, in accordance with paragraph 21 of the Quadrennial Comprehensive Policy Review.

I. Introduction

1. This annex presents the integrated results and resources framework of the UNFPA strategic plan, 2018-2021. The integrated results and resources framework articulates the strategic plan results that UNFPA expects to achieve during 2018-2021. It also defines the metrics – the indicators, baselines and targets – that will be used to measure progress towards those results and to assess the effectiveness and impact of the strategic plan. The integrated results and resources framework will support the accountability of UNFPA to its stakeholders and improve decision-making in implementing the UNFPA strategic plan.

2. The integrated results and resources framework includes three levels of results. The development results are presented hierarchically, beginning with the goal, which is the highest level of results that UNFPA seeks to achieve. The next level of results is at the outcome level, which reflects the key institutional and behavioural changes that UNFPA seeks to achieve in order to make progress towards achieving the goal. The following level is the output level, which represents the most direct results that can be achieved from the interventions carried out by UNFPA. The outputs must be achieved in order to progress towards the outcomes and, ultimately, the goal. The organizational effectiveness and efficiency results reflect the capacity and performance that UNFPA will require in order to achieve the outputs. Figure 1, below, shows the structure of the integrated results and resources framework.

Figure 1. Structure of the integrated results and resources framework of the UNFPA strategic plan, 2018-2021



A. Principles underlying the development of the integrated results and resources framework

3. Integration of development results and organizational effectiveness and efficiency results. The integrated results and resources framework of the UNFPA strategic plan consists of development results and organizational effectiveness and efficiency results. UNFPA has integrated the two sets of results to avoid presenting separate results frameworks for development and for management, as had been the practice in the past. To avoid the proliferation of results frameworks, the integrated results framework also includes: (a) indicators to track the contribution of global and regional initiatives; (b) indicators to track the implementation of the recommendations of the Quadrennial Comprehensive Policy Review; and (c) mainstreams indicators to track humanitarian and resilience-building work.

4. Harmonization among United Nations organizations. In accordance with guidance from the United Nations Development Group (UNDG), the integrated results and resources framework defines results at three levels: (a) impact; (b) outcome; and (c) output. Impact-level results refer to changes in people's lives, which are typically the result of the actions of multiple actors. These results are beyond the control of UNFPA, so changes at this level cannot be attributed to the work of any particular organization. Outcome-level results represent changes in institutional and behavioural capacities, which are also beyond the control of UNFPA. In contrast, output-level results refer to the immediate results arising from the products and services delivered by UNFPA. In this case, UNFPA has more direct control over the achievement of the outputs. It is accountable for achieving the outputs, which are, in most cases, increases in capacity required to create an enabling environment, as well as increases in capacity in institutions and individuals, in order to change individual or institutional behaviour and practices. UNFPA, like other funds and programmes of the United Nations, is accountable for achieving output indicator targets (see annex 5 of the UNFPA strategic plan, 2018-2021, for the UNFPA programme accountability framework).

5. In addition to having a similar structure and level of accountability, the definitions of the elements in the integrated results and resources framework are harmonized with those used by other funds and programmes of the United Nations, and are in accordance with the UNDG results-based management handbook.

B. Alignment with the 2030 Agenda for Sustainable Development

6. As recommended in the Quadrennial Comprehensive Policy Review, the goal and outcomes have been conceptualized based on the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), with the results to be achieved by 2030. Hence, the impact and outcome indicators in the integrated results and resources framework are either the same as or are closely related to the Sustainable Development Goal indicators. By adopting the Sustainable Development Goal indicators in the UNFPA integrated results and resources framework, the outcomes of the UNFPA strategic plan, 2018-2021, reflect the results shared with other partner organizations. In this regard, 53 per cent of the outcome and impact indicators are the same as those to be adopted by other United Nations organizations, including UNDP, UNICEF and UN-Women.

7. The integrated results and resources framework also includes some indicators at the output level that measure the contribution to joint programmes. For example, some output indicators pertain to programmes such as the prevention of female genital mutilation and child marriage, which are implemented jointly with UNICEF and UN-Women, respectively.

8. The integrated results and resources framework is designed to reflect key principles of the 2030 Agenda for Sustainable Development. The principles of "leaving no one behind" and "reaching the furthest behind first" were primary considerations in formulating the results that UNFPA expects to achieve during 2018-2021. A number of output indicators in the integrated results and resources framework focus on marginalized populations, such as indigenous people, persons with disabilities, women, and adolescents and youth, especially adolescent girls. The focus of such output indicators on excluded populations, and the disaggregation of outcome indicators by variables that determine inequalities, such as sex and wealth, will enable UNFPA to better measure the results regarding those "furthest behind".

9. The integrated results and resources framework follows an incremental approach in that it considers the results achieved during the last UNFPA strategic plan, 2014-2017. For example, at the end of the previous UNFPA strategic plan, the logistic information management systems of 103

countries were strengthened. Consequently, the UNFPA strategic plan, 2018-2021, will focus on “reaching the last mile” to ensure that family planning products are distributed and reach target populations, especially those hardest to reach.

C. Logic underlying the structure of the integrated results and resources framework

10. The underlying logic of the integrated results and resources framework is a theory of change that demonstrates that, through the effective and efficient implementation of interventions, UNFPA will achieve the development outputs. The outputs will contribute to the achievement of the outcomes, which, in turn, will collectively lead to the achievement of the goal of the strategic plan.

11. The integrated results and resources framework defines “many-to-one” outputs to an outcome, and “many-to-one” outcomes to the goal. The “many-to-one” hierarchical development results structure streamlines the implementation and tracking of strategic plan results. As shown in the theory of change (annex 2 of the UNFPA strategic plan, 2018-2021), some outputs will contribute to multiple outcomes; in addition, there are causal linkages between outputs as well as between outcomes. The integrated results and resources framework shows that outputs directly lead to the outcomes. In many cases, there are other layers of results between the outputs and the outcomes. However, UNFPA has simplified the framework to illustrate this direct relationship primarily because UNDG guidance limits results to three levels: outputs, outcomes and impact. UNFPA will detail the complex relationships among different outputs and outcomes, and between the outcomes and the goal, in the theory of change (annex 2).

12. The integrated results and resources framework includes critical assumptions at the output level. A critical assumption is defined as a condition that must prevail to achieve the outcome; however, UNFPA is not accountable for attaining those conditions. UNFPA will advocate, coordinate and form partnerships so that those conditions may prevail. The design and implementation of programmes will consider those conditions and set indicators to track their trends, in order to mitigate the risks of not achieving the outcomes.

13. A number of indicators are labelled “shared indicators” or “common indicators” in the integrated results and resources framework. These indicators are shared among or common for the United Nations organizations that worked together to develop their respective strategic plans for the 2018-2021 cycle, especially the funds and programmes of the United Nations. As described in the UNFPA strategic plan, 2018-2021 (DP/FPA/2017/9), UNFPA developed its strategic plan and integrated results framework in consultation with partner organizations, namely, UNDP, UNICEF and UN-Women. Through these efforts, UNDP, UNFPA, UNICEF and UN-Women agreed to adopt common results-based management approaches, including common approaches and indicators to monitor the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review. The indicators marked as “shared” are for this purpose.

D. Indicators, baselines and targets of the integrated results and resources framework

14. UNFPA employed various methods and approaches to select robust indicators to measure the achievement of the strategic plan results, as explained below.

15. UNFPA applied a mix of bottom-up and top-down approaches to identify the baselines and targets for the output indicators. The indicators had to be technically sound to measure expected results. In addition, data to measure the indicators had to be available from existing systems. Efforts were made to ensure that the data requirements for reporting on strategic plan indicators did not lead to the creation of a parallel UNFPA-specific data collection system in a country.

16. A survey identified targets and indicators through the bottom-up approach from country offices which were then verified by UNFPA headquarters, especially by triangulating with other sources. The survey demonstrated that the targets are in line with national priorities and in line with the 2030 commitment at the country level.

17. The impact and outcome-level indicators were measured primarily through large-scale surveys (e.g., demographic and health surveys, multiple indicator cluster surveys, censuses, etc.), which are often conducted in four to five-year intervals, or through other data-gathering methods, such as reviews of programme records. These indicators measure phenomena that may not

significantly change annually. Therefore, outcome indicators have been measured at their baselines, and targets have been set for the end of the UNFPA strategic plan (2021) and for 2030, the timeline for Sustainable Development Goals.

18. For indicators at the impact and outcome levels – and for a smaller set of indicators at the output level – data has been disaggregated by selected characteristics, including sex, age, wealth quintile, location (urban or rural) and disability status. The purpose of this disaggregation is to unmask inequalities. The disaggregated results will be reported annually with the Executive Director’s Annual Report to the Executive Board.

19. To complement the integrated results and resources framework, UNFPA prepared metadata sheets for each indicator. Metadata sheets provide definitions and other metric specifications of an indicator, to ensure the use of a standard interpretation of the information generated. The metadata sheets also detail the method of calculation, the data source, and how the targets were set.

II. Integrated results and resources framework of the UNFPA strategic plan, 2018-2021

Goal: Achieved universal access to sexual and reproductive health, realized reproductive rights, and reduced maternal mortality to accelerate progress on the International Conference on Population and Development agenda, to improve the lives of adolescents, youth and women, enabled by population dynamics, human rights, and gender equality				
	Indicator	Baseline	2021 target	2030 target
1	Maternal mortality ratio (maternal deaths per 100 000 live births)	216 ¹	135	Ended preventable maternal deaths (Sustainable Development Goal target for maternal mortality ratio- 70)
<p>Common indicator: World Health Organization (WHO), UNICEF, World Bank Sustainable Development Goal target: 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births Sustainable Development Goal indicator: 3.1.1 Framework of actions for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014 (hereafter referred to as the Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014): States should eliminate preventable maternal mortality and morbidity as urgently as possible by strengthening health systems and thereby ensuring universal access to quality prenatal care, skilled attendance at birth, emergency obstetric care and postnatal care for all women Disaggregation: Age, parity, location, socioeconomic characteristics Remarks: Every Woman Every Child framework indicator; Maternal Health Trust Fund vision; UNFPA strategic plan (2014-2017) indicator</p>				
2	Adolescent birth rate (aged 10-14 years; aged 15-19 years , births per 1,000 women in that age group)	44 ²	Not available ³	Not available
<p>Common indicator: None Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes Sustainable Development Goal indicator: 3.7.2 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should implement their commitments to promote and protect the rights of girls by</p>				

¹ 2015 data

² 2015 data

³ Target is not set

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	<p>enacting and implementing targeted and coordinated policies and programmes that concretely address: (a) ensuring gender parity in access to school; (b) providing comprehensive sexuality education; (c) reducing adolescent pregnancy; (d) enabling the reintegration of pregnant girls and young mothers into education at all levels, with a view to empowering the girl child and young women to achieve their fullest potential; and (e) elimination of harmful traditional practices, such as child, early and forced marriage and female genital mutilation/cutting. Disaggregation: Age, education, marital status, socioeconomic status, geographical location Remarks: Family Planning 2020 indicator; UNFPA strategic plan (2014-2017) indicator</p>			
3	Proportion of women aged 20-24 years who were married or in a union before age 15	7.5% ⁴	3.0%	Less than 1% (Eliminated child marriage)
	Proportion of women aged 20-24 years who were married or in a union before age 18	26.7% ⁵	16.0%	Less than 1% (Eliminated child marriage)
<p>Common indicator: UNICEF, UN-Women Sustainable Development Goal target: 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation Sustainable Development Goal indicator: 5.3.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should preserve the dignity and rights of women and girls by eradicating all harmful practices, including child, early and forced marriage Disaggregation: Age, income, place of residence, geographical location, education, ethnicity (for some countries) Remarks: UNFPA strategic plan (2014-2017) indicator</p>				
4	Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting by age ⁶	21% ⁷	15%	Less than 1% (Eliminated female genital mutilation)
	<p>Common indicator: UNICEF Sustainable Development Goal target: 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation Sustainable Development Goal indicator: 5.3.2 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should develop, support and implement comprehensive and integrated strategies for the eradication of female genital mutilation/cutting Disaggregation: Age, income, place of residence, geographical location, education</p>			

⁴ 2015 data

⁵ 2015 data

⁶ Indicator moved to the impact level. This was an outcome 3 indicator of the IRRF presented to the 2017 second regular session of the Executive Board. Baseline and target were calculated using the latest available FGM prevalence data for girls 0-14 years based on DHS or MICS. In some cases, the FGM prevalence data for girls and women 15-19 years is used when data for girls 0-14 years is not available.

⁷ Baseline and target calculated using the latest available FGM prevalence data of 16 UNFPA-UNICEF FGM Joint Programme countries for girls 0-14 years based on DHS or MICS.

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Remarks: Direct measurement of the UNFPA strategic plan (2018-2021) transformative result: “End gender-based violence and all harmful practices, including child marriage”; UNICEF-UNFPA joint programme on female genital mutilation/cutting, phase III indicator			
5	Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	0.26 ⁸	0.06	0.02
	<p>Common indicator: Joint United Nations Programme on HIV/AIDS (UNAIDS), UNDP, UNICEF Sustainable Development Goal target: 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases Sustainable Development Goal indicator: 3.3.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States and global health partners should address the stark disparities in the success of HIV prevention in different parts of the world, and among different population groups Disaggregation: Key populations, sex, age, HIV fast-track countries Remarks: UNAIDS Unified Budget, Results and Accountability Framework indicator; UNFPA strategic plan (2014-2017) midterm review indicator</p>			
6	Number of maternal deaths averted	154,000	216,000	650,000 ⁹
	<p>Common indicator: None Related Sustainable Development Goal target: 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births Related Sustainable Development Goal indicator: 3.1.1 Maternal mortality ratio Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should eliminate preventable maternal mortality and morbidity as urgently as possible by strengthening health systems and thereby ensuring universal access to quality prenatal care, skilled attendance at birth, emergency obstetric care and postnatal care for all women. States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status Disaggregation: None Remarks: Model-based estimates; indicator is aligned with the UNFPA strategic plan (2018-2021) transformative result: “end preventable maternal deaths”</p>			
7	Number of unintended pregnancies averted ¹⁰	35 million	36 million	100 million ¹¹
	<p>Common indicator: None Related Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes; 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births Related Sustainable Development Goal indicator: 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods; 3.1.1 Maternal mortality ratio</p>			

⁸ 2016 data

⁹ Cumulative target converting three strategic plan cycles (from 2018 onwards) to attain SDGs

¹⁰ Represents only UNFPA programme countries

¹¹ Cumulative target converting three strategic plan cycles (from 2018 onwards) to attain SDGs

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	<p>Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status</p> <p>Disaggregation: None</p> <p>Remarks: Model-based estimates</p>			
8	Number of unsafe abortions averted ¹²	11 million	12 million	40 million ¹³
	<p>Common indicator: None</p> <p>Related Sustainable Development Goal target: 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births; 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>Related Sustainable Development Goal indicator: 3.1.1 Maternal mortality ratio; 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods</p> <p>Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should strive to eliminate the need for abortion by providing universal access to comprehensive sexuality education starting in adolescence, and sexual and reproductive health services, including modern methods of contraception, to all persons in need. States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status</p> <p>Disaggregation: None</p> <p>Remarks: Model-based estimates; Family Planning 2020 indicator</p>			
9	Total lives saved ¹⁴	46 million	50 million	150 million ¹⁵
	<p>Common indicator: None</p> <p>Related Sustainable Development Goal target: 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births; 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes; 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation; 5.3 Eliminate all harmful practices, such as child, early and forced marriage, and female genital mutilation</p> <p>Related Sustainable Development Goal indicator: 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births; 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods; 5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age; Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence; 5.3.1 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18; 5.3.2 Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting, by age</p> <p>Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should eliminate preventable maternal mortality and morbidity as urgently as</p>			

¹² Represents only UNFPA programme countries

¹³ Cumulative target converting three strategic plan cycles (from 2018 onwards) to attain SDGs

¹⁴ Represents only UNFPA programme countries

¹⁵ Cumulative target converting three strategic plan cycles (from 2018 onwards) to attain SDGs

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	possible by strengthening health systems and thereby ensuring universal access to quality prenatal care, skilled attendance at birth, emergency obstetric care and postnatal care for all women. States should adopt and implement legislation, policies and measures that prevent, punish and eradicate gender-based violence within and outside the family, as well as in conflict and post-conflict situations. States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status Disaggregation: None Remarks: Model-based estimates			
10	Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population	Not available ¹⁶	Not available	Not available
	<p>Common indicator: UNDP, UNICEF, UN-Women Sustainable Development Goal target: 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters Sustainable Development Goal indicator: 1.5.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should develop, strengthen and implement effective, integrated, coordinated and coherent national strategies to eradicate poverty and break the cycles of exclusion and inequality as a condition for achieving development Disaggregation: Type of hazard Remarks: Sendai Framework for Disaster Risk Reduction 2015 - 2030 indicator</p>			
11	Proportion of population below the international poverty line, by sex, age, employment status and geographical location	10.7% ¹⁷	6.0%	3.0%
	<p>Common indicator: UNDP, UN-Women Sustainable Development Goal target: 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day Sustainable Development Goal indicator: 1.1.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should develop, strengthen and implement effective, integrated, coordinated and coherent national strategies to eradicate poverty and break the cycles of exclusion and inequality as a condition for achieving development Disaggregation: Sex, age, employment status and geographical location, urban/rural setting Remarks: In line with the Quadrennial Comprehensive Policy Review: focusing on the eradication of poverty in its all forms and dimensions</p>			
<p>Outcome 1: Every woman, adolescent and youth everywhere, especially those furthest behind, has utilized integrated sexual and reproductive health services and exercised reproductive rights, free of coercion, discrimination and violence</p> <p>Resources¹⁸ (in millions of dollars): Total: 1,839.1 (51 per cent); Regular 406.9; Other: 1,432.2</p>				

¹⁶ SDG target not yet set

¹⁷ Although SDG Target 1.1 - "By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day" set vision target for \$1.25 per day, indicator uses the international poverty line of \$1.90 per day

¹⁸ The figures presented are rounded to the closest decimal and thus may not add up to the decimal point

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Indicator	Baseline	2021 target	2030 target
1	Number of women who have utilized integrated sexual and reproductive health services	53 million	60 million	100 million ¹⁹
	Number of adolescents who have utilized integrated sexual and reproductive health services	2 million	4 million	15 million
	Number of youth who have utilized integrated sexual and reproductive health services	3 million	4 million	15 million
	Number of disabled women, adolescent and youth who have utilized integrated sexual and reproductive health services	100,000	500,000	2 million
	<p>Common indicator: None Related Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes Related Sustainable Development Goal indicator: 3.1.2 Proportion of births attended by skilled health personnel; 3.8.1 coverage of essential health services; 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should implement full integration of HIV and other sexual and reproductive health services by greatly expanding access to quality services for the diagnosis and treatment of sexually transmitted infections. States should urgently undertake the necessary long-term investments in training, recruiting and rewarding health-care workers to increase their numbers and strengthen their capacity, with a focus on ensuring that human resources are available to provide universal access to quality sexual and reproductive health services. States should reorient the health system to enable continuity of care. States should adapt policies and programmes on sexual health to better meet the changing sexual needs of older persons. States should guarantee persons with disabilities, in particular young people, the right to health, including sexual and reproductive health and rights, as well as the right to the highest standard of care. States should enhance their capacity to recognize and prevent violence, ensure the provision of services that can mitigate the consequences of violence and enable the full rehabilitation of those who experience it. Disaggregation: Sex, age, disability, indigenous people, humanitarian context</p>			
2	Proportion of births attended by skilled health personnel	78%	Not available	Universal coverage
	<p>Common indicator: UNICEF, WHO Sustainable Development Goal target: 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births Sustainable Development Goal indicator: 3.1.2 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should eliminate preventable maternal mortality and morbidity as urgently as possible by strengthening health systems and thereby ensuring universal access to quality prenatal care, skilled attendance at birth, emergency obstetric care and postnatal care for all women, including those living in rural and remote areas Disaggregation: Wealth quintile, residence, age, geographical location Remarks: Maternal Health Trust Fund indicator; UNFPA strategic plan (2014-2017) indicator</p>			

¹⁹ Cumulative target converting three strategic plan cycles (from 2018 onwards)

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

3	Coverage of essential health services	Not available ²⁰	Not available	Not available
	<p>Common indicator: WHO, World Bank Sustainable Development Goal target: 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all Sustainable Development Goal indicator: 3.8.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should ensure mechanisms for: (a) the fair and affordable participation of all potential beneficiaries in their country; (b) the inclusion of essential sexual and reproductive health services within universal health coverage packages and the realization of comprehensive sexual and reproductive health care, especially for young people and the poor; and (c) the assurance of fairness and equality through the participation of civil society, independent commissions and advocacy groups in the oversight of allowable procedures, providers and reimbursements Disaggregation: To be decided</p>			
4	Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods	77.8% ²¹	82.4%	93.9%
	<p>Common indicator: None Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes Sustainable Development Goal indicator: 3.7.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status Disaggregation: Countries under the <i>UNFPA Supplies</i> programme Remarks: Family Planning 2020 core indicator</p>			
5	Contraceptive prevalence rate	63.0 ²²	63.8	65.5
	<p>Common indicator: None Related Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes Related Sustainable Development Goal indicator: 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female</p>			

²⁰ SDG tier III indicator, target not yet set

²¹ Baseline and targets are set based on the data from two sources a) Model-based Estimates and Projections of Family Planning Indicators 2017 [Source: UNDESA, Population Division (2017)]; and, b) Estimated and projections of the number of women 15-49 who are married or in union, 1970-2030 (thousands); 2016 revision [Source: UNDESA, Population Division (2016)].

²² Baseline and targets are set based on data from two sources a) Model-based Estimates and Projections of Family Planning Indicators 2017 [Source: UNDESA, Population Division (2017)]; and, b) Estimated and projections of the number of women 15-49 who are married or in union, 1970-2030 (thousands); 2016 revision [Source: UNDESA, Population Division (2016)]. The baselines and targets are based on data for 185 countries of which 117 were "UNFPA Programme" Countries

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	<p>condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status Disaggregation: Location, quintile, age, countries under the <i>UNFPA Supplies</i> programme Remarks: Family Planning 2020 core indicator; indicator of the <i>UNFPA Supplies</i> programme; UNFPA strategic plan (2014-2017) indicator</p>			
6	Unmet need for family planning (percentage of women of reproductive age, either married or in a union, who have an unmet need for family planning)	11.50 ²³	2.15	Less than 1% (Eliminated unmet need family planning)
	<p>Common indicator: None Related Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes Related Sustainable Development Goal indicator: 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status Disaggregation: Location, quintile, age, countries under the <i>UNFPA Supplies</i> programme Remarks: Direct measurement of the transformative result: “End the unmet need for family planning”; Family Planning 2020 core indicator; indicator of the <i>UNFPA Supplies</i> programme; UNFPA strategic plan (2014-2017) indicator</p>			
7	Proportion of countries reporting no contraceptive stockouts in at least 60 per cent of service delivery points during the last three months ²⁴	79%	83%	90%
	<p>Common indicator: None Related Sustainable Development Goal target: 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes Related Sustainable Development Goal indicator: 3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States must, as a matter of urgency, provide widespread and high-quality information and counselling regarding the benefits and risks of a full range of affordable, accessible, quality contraceptive methods, with special attention to dual method use with male or female condoms, given the continuing risk of sexually transmitted infections and HIV, and ensure access to both contraceptive knowledge and commodities, irrespective of marital status Disaggregation: Location, countries under the <i>UNFPA Supplies</i> programme Remarks: Indicator of the <i>UNFPA Supplies</i> programme; Family Planning 2020 core indicator</p>			
<p>Output 1: Enhanced capacities to develop and implement policies, including financial protection mechanisms, that prioritize access to information and services for sexual and reproductive health and reproductive rights for those furthest behind, including in humanitarian settings</p>				

²³ Baseline and targets are set based of the data from two sources a) Model-based Estimates and Projections of Family Planning Indicators 2017 [Source: UNDESA, Population Division (2017)]; and, b) Estimated and projections of the number of women 15-49 who are married or in union, 1970-2030 (thousands); 2016 revision [Source: UNDESA, Population Division (2016)].

²⁴ Original indicator submitted to the 2017 second regular session edited to update ‘number’ with ‘proportion’

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Indicator	Baseline	Target			
			2018	2019	2020	2021
1.1	Number of countries that have a costed integrated national sexual and reproductive health plan prioritizing access to a comprehensive package of sexual and reproductive health information and services for adolescents, key populations and marginalized groups Disaggregation: Region, small island developing States, least developed countries, priority countries	32	50	66	80	103
1.2	Number of countries where essential sexual and reproductive health services are included as part of risk pooling and prepayment schemes Disaggregation: Region, small island developing States, least developed countries, priority countries	43	57	63	72	84
1.3	Number of countries that have budgeted emergency preparedness and response and disaster risk reduction plans which integrate sexual and reproductive health Disaggregation: Region, small island developing States, least developed countries, priority countries	18	34	45	65	88
Output 2: Strengthened capacities to provide high-quality, integrated information and services for family planning, comprehensive maternal health, sexually transmitted infections and HIV, as well as information and services that are responsive to emergencies and fragile contexts						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
2.1	Number of countries meeting coverage of emergency obstetric and newborn care, as per the international recommended minimum standards Disaggregation: Region, small island developing States, least developed countries, priority countries	8	17	27	34	56
2.2	Number of women and girls living with obstetric fistula receiving treatment with the support of UNFPA ²⁵ Disaggregation: Age, priority countries	22,114	23,000	23,600	25,900	27,500

²⁵ This is a non-cumulative indicator, numbers represent annual progress

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

2.3	Number of countries in which at least 25 per cent of public health facilities provide quality-assured, adolescent-friendly integrated sexual and reproductive health services Disaggregation: Region, small island developing States, least developed countries, priority countries	23	32	46	59	97
2.4	Number of countries in which at least 60 per cent of public health facilities provide the essential health services package for survivors of sexual violence Disaggregation: Region, small island developing States, least developed countries, priority countries	33	38	44	57	94
2.5	Number of countries in which at least 25 per cent of public health facilities offer cervical cancer screening services Disaggregation: Region, small island developing States, least developed countries, priority countries	61	64	67	75	90
2.6	Number of countries that have applied the sexual and reproductive health/HIV integration index Disaggregation: Region, HIV fast-track countries	5	11	12	16	21
Output 3: Strengthened capacities of the health workforce, especially those of midwives, in health management and clinical skills for high-quality and integrated sexual and reproductive health services, including in humanitarian settings						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
3.1	Number of countries in which all accredited midwifery schools follow the national pre-service curriculum based on the International Confederation of Midwives/WHO standards Disaggregation: Region, priority countries	34	42	49	62	82
3.2	Proportion of newly graduated midwives who are deployed in public health facilities within one year of graduation, with support from UNFPA Disaggregation: Region, priority countries	11%	13%	15%	20%	25%
3.3	Number of countries in which the needs of persons with disabilities are included in the pre-service curricula of midwives	37	37	45	51	67

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Disaggregation: Region, priority countries					
3.4	Number of health service providers and managers trained on the minimum initial service package with support from UNFPA Disaggregation: Region, small island developing States, least developed countries, priority countries, humanitarian settings	6,370	12,734	19,044	25,199	31,107
3.5	Number of countries in which adolescent health competencies are included in the pre-service curricula of health professionals Disaggregation: Region, small island developing States, least developed countries, priority countries	37	41	52	57	80
3.6	Number of countries in which the prevention of stigma and discrimination is included in the pre-service curricula of health professionals Disaggregation: Region, small island developing States, least developed countries, priority countries	60	60	68	69	82
Output 4: Strengthened capacities to effectively forecast, procure, distribute and track the delivery of sexual and reproductive health commodities, ensuring resilient supply chains						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
4.1	Number of countries where a costed supply chain management strategy is in place and that take into account recommended actions of the UNFPA/WHO implementation guide on ensuring rights-based contraceptive delivery Disaggregation: Region, small island developing States, least developed countries, countries under the <i>UNFPA Supplies</i> programme, humanitarian settings	20	26	39	53	76
4.2	Number of countries using a functional logistics management information system, including “reaching the last mile”, for forecasting and monitoring essential medicines and supplies, including sexual and reproductive health commodities Disaggregation: Region, small island developing States, least developed countries, priority countries, humanitarian settings	45	56	62	71	94

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

4.3	Total couple-years of protection for contraceptives procured by UNFPA, including condoms Disaggregation: By type of commodity, countries under the <i>UNFPA Supplies</i> programme	35.2	35.2	35.5	35.5	36.0
Output 5: Improved domestic accountability mechanisms for sexual and reproductive health and reproductive rights through the involvement of communities and health-system stakeholders at all levels						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
5.1	Number of countries in which sexual and reproductive health indicators, disaggregated at least by age and sex, are periodically collected as part of the national health information system, and made publicly available Disaggregation: Region, small island developing States, least developed countries, priority countries	9	15	25	41	76
5.2	Number of countries conducting routine patient satisfaction surveys on the provision of sexual and reproductive health services that make the results publicly available Disaggregation: Region, small island developing States, least developed countries, priority countries, humanitarian settings	4	16	27	36	57
5.3	Number of countries in which at least 25 per cent of the estimated maternal deaths are notified Disaggregation: Region, small island developing States, least developed countries, priority countries	56	70	78	83	94
5.4	Proportion of countries affected by a humanitarian crisis that have a functioning inter-agency sexual and reproductive health coordination body as a result of UNFPA guidance and leadership Disaggregation: None	43%	44%	46%	49%	61%
Critical assumption 1: Improved sustainable financing						
1.1	Number of countries that annually increase their budget for sexual and reproductive health	To be added	-	To be added	-	To be added

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

1.2	Proportion of official development assistance that is dedicated to reproductive health ²⁶	6.23%	-	7.00%	-	8.00%
Critical assumption 2: Improved infrastructure, including road networks, facility buildings, water supply, electrical grids and a communication network						
2.1	Number of countries meeting the ratio of health facilities per 10,000 population (In collaboration with WHO)	To be added	-	To be added	-	To be added
Outcome 2: Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts						
Resources (in millions of dollars): Total: 214.6 (6 per cent); regular 98.8; other 115.9						
	Indicator	Baseline	2021 target	2030 target		
1	Percentage of women 15–24 years old who correctly identify both ways of preventing the sexual transmission of HIV and reject major misconceptions about HIV transmission ²⁷	21.4% ²⁸	29.0%	44.0%		
	Percentage of men 15–24 years old who correctly identify both ways of preventing the sexual transmission of HIV and reject major misconceptions about HIV transmission	30.8%	39.0%	55.0%		
<p>Common indicator: UNAIDS Related Sustainable Development Goal target: 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases Related Sustainable Development Goal indicator: 3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should guarantee for boys, girls, adolescents and young people the opportunities, mentoring and skills to build healthy social relationships, harmonious coexistence and a life free from violence through multisectoral strategies and education that engage peer groups and families, and promote tolerance and appreciation of diversity, gender equality, self-respect, conflict resolution and peace. States and global health partners should address the stark disparities in the success of HIV prevention in different parts of the world, and among different population groups Disaggregation: Age, sex Remarks: UNFPA strategic plan (2014-2017) midterm review indicator</p>						
2	Number of countries that engaged adolescents and youth, including marginalized adolescents and youth, in the formulation of national sexual and reproductive health	55	101	123		

²⁶ Indicator presented to the 2017 second regular session edited to replace the word ‘number’ with ‘proportion’

²⁷ Numbers only for UNFPA programme countries. Targets calculated based on the historical trends between 2010 and 2014

²⁸ Targets for year 2021 and 2030 are based on historical trends between year 2000 and 2014; Indicator counts only the UNFPA programme countries

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	policies					
<p>Common indicator: None Related Sustainable Development Goal target: All the Sustainable Development Goal targets mentioned under the UNFPA strategic plan goal and under outcomes 1 and 3 Related Sustainable Development Goal indicator: All the Sustainable Development Goal indicators mentioned under the UNFPA strategic plan goal and under outcomes 1 and 3 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should guarantee persons with disabilities, in particular young people, the right to health, including sexual and reproductive health and rights protected Disaggregation: Region, small island developing States, least developed countries</p>						
<p>Output 6: Young people, in particular adolescent girls, have the skills and capabilities to make informed choices about their sexual and reproductive health and rights, and well-being</p>						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
6.1	Number of marginalized girls that are reached by life skills programmes that build their health, social and economic assets ²⁹ Disaggregation: Region, least developed countries, small island developing States, priority countries, refugee and displaced girls, disabled girls, indigenous girls	1,249,690	2.2 million	2.3 million	2.5 million	3.0 million
6.2	Number of countries that operationalized school-based comprehensive sexuality education curricula in accordance with international standards Disaggregation: Region, least developed countries, small island developing States	22	31	44	71	98
6.3	Number of countries with a national mechanism or strategy in place to deliver out-of-school comprehensive sexuality education in accordance with international standards Disaggregation: Region, small island developing States, least developed countries	24	33	54	64	85
<p>Output 7: Policies and programmes in relevant sectors tackle the determinants of adolescent and youth sexual and reproductive health, development and well-being</p>						
	Indicator	Baseline	Target			
			2018	2019	2020	2021

²⁹ This is a non-cumulative indicator

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

7.1	Number of countries in which at least two sectors, apart from the health sector, have strategies that integrate the sexual and reproductive health of adolescents and youth, including those marginalized Disaggregation: Region, small island developing States, least developed countries, sector	65	69	77	86	106
Output 8: Young people have opportunities to exercise leadership and participate in sustainable development, humanitarian action and in sustaining peace						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
8.1	Number of countries that have institutional mechanisms for the participation of young people in policy dialogue and programming, including in peacebuilding processes Disaggregation: Region, small island developing States, least developed countries, priority countries Marginalized populations (e.g., refugee and displaced girls, disabled girls, indigenous young people, etc.)	65	70	81	95	105
8.2	Proportion of countries responding to humanitarian crises that include young people in decision-making mechanisms in all phases of the humanitarian response Disaggregation: Sex	19%	25%	37%	43%	53%
Critical assumption 1: Improved youth livelihoods						
1.1	Youth unemployment rate (in collaboration with the International Labour Organization)	12.7	-	To be added	-	To be added
Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings						
Resources (in millions of dollars): Total: 400.6 (11 per cent); regular 96.2; other 304.5						
	Indicator	Baseline	2021 target		2030 target	
1	Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care	52%	67%		100%	
<p>Common indicator: UN-Women Sustainable Development Goal target: 5.6: Ensure universal access to sexual and reproductive health and reproductive rights as agreed and in accordance with the ICPD Programme of Action and the Beijing Platform for Action and the outcome documents of their review conferences Sustainable Development Goal indicator: 5.6.1</p>						

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should ensure equal opportunities for women to contribute to society as leaders, managers and decision makers, granting them access to positions of power equal to that of men. Disaggregation: Age			
2	Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by age and place of occurrence	18.9% ³⁰	7.0%	Less than 1% (Eliminated gender-based violence)
	<p>Common indicator: UNDP, UN-Women Sustainable Development Goal target: 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation Sustainable Development Goal indicator: 5.2.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should adopt and implement legislation, policies and measures that prevent, punish and eradicate gender-based violence within and outside the family, as well as in conflict and post-conflict situations. Laws that exonerate perpetrators of violence against women and girls, including provisions that allow them to evade punishment if they marry the victim, or are the partners or husbands of the victim, should be revised. Disaggregation: Form of violence, age Remarks: Direct measurement of the UNFPA strategic plan (2018-2021) transformative result: “End gender-based violence and all harmful practices, including child marriage”; UNFPA strategic plan (2014-2017) midterm review indicator</p>			
3	Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	Not available ³¹	Not available	Not available
	<p>Common indicator: UNDP Sustainable Development Goal target: 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation Sustainable Development Goal indicator: 5.2.2 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should adopt and implement legislation, policies and measures that prevent, punish and eradicate gender-based violence within and outside the family, as well as in conflict and post-conflict situations. Laws that exonerate perpetrators of violence against women and girls, including provisions that allow them to evade punishment if they marry the victim, or are the partners or husbands of the victim, should be revised. States should enhance their capacity to recognize and prevent violence, ensure the provision of services that can mitigate the consequences of violence and enable the full rehabilitation of those who experience it. Disaggregation: Age and place of occurrence Remarks: Direct measurement of the UNFPA strategic plan (2018-2021) transformative result: “End gender-based violence and all harmful practices, including child marriage”</p>			
4	Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care,	Not available ³²	Not available	Not available

³⁰ Target has been set based on UNFPA’s commitment to end gender-based violence and all harmful practices by 2030

³¹ SDG indicator. Data not yet available

³² SDG tier III indicator. Data not yet available

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	information and education					
	<p>Common indicator: None Sustainable Development Goal target: 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed and in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences Sustainable Development Goal indicator: 5.6.2 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should adopt and implement legislation, policies and measures that prevent, punish and eradicate gender-based violence within and outside the family, as well as in conflict and post-conflict situations. Disaggregation: Region</p>					
5	Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	Not available ³³	Not available	Not available		
	<p>Common indicator: Office of the United Nations High Commissioner for Human Rights Sustainable Development Goal target: 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard Sustainable Development Goal indicator: 10.3.1 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should adopt and implement legislation, policies and measures that prevent, punish and eradicate gender-based violence within and outside the family, as well as in conflict and post-conflict situations Disaggregation: By ground of discrimination, place where the discrimination occurred</p>					
<p>Output 9: Strengthened policy, legal and accountability frameworks to advance gender equality and empower women and girls to exercise their reproductive rights and to be protected from violence and harmful practices</p>						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
9.1	Number of countries using strategies to align their laws, policies and regulations on reproductive rights with international human rights standards Disaggregation: Region, small island developing States, least developed countries	49	59	68	75	100
9.2	Number of countries that have a national mechanism to engage men and boys in national policies and programmes to advance gender equality and reproductive rights, with support from UNFPA Disaggregation: Region, small island developing States and least developed countries	27	42	52	60	83

³³ SDG tier III indicator. Data not yet available

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

9.3	Number of countries, with support from UNFPA, that have rolled out intervention models or strategies that empower marginalized and excluded groups to exercise their reproductive rights, and that enable their rights to be protected from gender-based violence and harmful practices Disaggregation: Region, small island developing States, least developed countries, development and humanitarian contexts	17	37	54	71	95
9.4	Number of countries that, as part of their engagement with international human rights mechanisms, have established platforms for dialogue on reproductive rights, with support from UNFPA, fully engaging civil society, including faith-based and state actors Disaggregation: Region, small island developing States, least developed countries	64	72	78	83	95
9.5	Number of countries in which a national human rights institution has conducted an inquiry of the exercise of reproductive rights Disaggregation: Region, small island developing States, least developed countries	37	41	49	54	60
Output 10: Strengthened civil society and community mobilization to eliminate discriminatory gender and sociocultural norms affecting women and girls						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
10.1	Number of countries that have completed the social norm assessment or mapping, based on the social norm framework developed by UNFPA Disaggregation: Region, priority countries	32	36	48	55	60
10.2	Number of countries that utilize the UNFPA manual on social norms and change Disaggregation: Region, priority countries	16	24	34	43	52
10.3	Number of communities that developed advocacy platforms, with support from UNFPA, to eliminate discriminatory gender and sociocultural norms that affect women and girls Disaggregation: Region, priority countries	1,684	2,000	2,200	2,400	2,500
Output 11: Increased multisectoral capacity to prevent and address gender-based violence using a continuum approach in all contexts, with a focus on advocacy, data, health and health systems, psychosocial support and coordination						

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Indicator	Baseline	Target			
			2018	2019	2020	2021
11.1	Number of countries that have a national mechanism to engage multiple stakeholders, including civil society, faith-based organizations, and men and boys, to prevent and address gender-based violence Disaggregation: Region, small island developing States, least developed countries	35	62	74	89	108
11.2	Number of countries that have national systems to collect and disseminate disaggregated data on the incidence and prevalence of gender-based violence Disaggregation: Region, small island developing States, least developed countries	33	53	63	73	94
11.3	Number of women subjected to violence that have accessed the essential services package ³⁴	284,000	285,000	300,000	350,000	400,000
	Number of girls subjected to violence that have accessed the essential services package	281,732	285,000	300,000	325,000	350,000
	Number of disabled women and girls subjected to violence that have accessed the essential services package	4,348	4,500	5,000	5,500	6,000
11.4	Number of countries that have applied the minimum standards for the prevention of and response to gender-based violence in emergencies Disaggregation: Countries experiencing, preparing and recovering from humanitarian crises	41	60	72	83	99
11.5	Proportion of countries affected by a humanitarian crisis that have a functioning inter-agency gender-based violence coordination body as a result of UNFPA guidance and leadership Disaggregation: None	79%	90%	90%	97%	97%
Output 12: Strengthened response to eliminate harmful practices, including child, early and forced marriage, female genital mutilation and son preference						
	Indicator	Baseline	Target			

³⁴ This is a non-cumulative indicator

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

			2018	2019	2020	2021
12.1	Number of countries that have developed a costed national action plan to address harmful practices Disaggregation: Priority countries	23	33	45	52	69
12.2	Number of girls who receive, with support from UNFPA, prevention and/or protection services and care related to child, early and forced marriage ³⁵ Disaggregation: Disability, location	900,000	1.0 million	1.5 million	2.0 million	2.5 million
12.3	Number of girls and women who receive, with support from UNFPA, prevention and/or protection services and care related to female genital mutilation ³⁶ Disaggregation: Age, disability, location	145,800	800,000	315,600	366,000	401,800
12.4	Number of communities that made public declarations to eliminate harmful practices, including child, early and forced marriage and female genital mutilation, with support from UNFPA Disaggregation: Priority countries	4,100	6,600	9,400	12,200	14,900
Critical assumption 1: Improved livelihood opportunities for women						
1.1	Number of women who have livelihood opportunities (in collaboration with UNDP and UN-Women)	To be added	-	To be added	-	To be added
Critical assumption 2: Improved women's leadership and participation						
2.1	Proportion of women in managerial positions (in collaboration with UNDP and UN-Women)	To be added	-	To be added	-	To be added
Outcome 4: Everyone, everywhere, is counted, and accounted for, in the pursuit of sustainable development						
Resources (in millions of dollars): Total: 370.8 (11 per cent); regular 188.4; other 182.4						
	Indicator		Baseline	2021 target	2030 target	

³⁵ This is a non-cumulative indicator

³⁶ This is a non-cumulative indicator

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

1	Proportion of countries that: (a) have conducted at least one population and housing census during the last 10 years	84.5% ³⁷	100%	100%
	Proportion of countries that: (b) have achieved 100 per cent birth registration	56.1% ³⁸	Not available	Not available
	Proportion of countries that: (b) have achieved 80 per cent death registration	58.5% ³⁹	Not available	Not available
<p>Common indicator: None Sustainable Development Goal target: 17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries Sustainable Development Goal indicator: 17.19.2 Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should strengthen national capacity to generate, disseminate and effectively use data on population dynamics, including data from birth and death registration, censuses and periodic representative surveys. Attention should be given to the need for training and career development of young demographers in developing countries, especially training in the newer technologies Disaggregation: Region</p>				
2	Proportion of population expected to be counted as per 2020 census round schedule (2015-2024), that is actually counted ⁴⁰	61	80	Not available
	<p>Common indicator: None Related Sustainable Development Goal target: 17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries Related Sustainable Development Goal indicator: 17.19.2 Proportion of countries that: (a) have conducted at least one population and housing census during the last 10 years; and (b) have achieved 100 per cent birth registration and 80 per cent death registration Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should strengthen national capacity to generate, disseminate and effectively use data on population dynamics, including data from birth and death registration, censuses and periodic representative surveys. Attention should be given to the need for training and career development of young demographers in developing countries, especially training in the newer technologies Disaggregation: Region</p>			
3	Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics	Not available ⁴¹	Not available	Not available
	Common indicator: UNDP, UN-Women			

³⁷ Baseline and targets count only the UNFPA programme countries

³⁸ Reported statistics refer to 90% birth registration

³⁹ Reported statistics refer to 75% deaths registration

⁴⁰ Indicator presented to the 2017 second regular session edited to improve the measurement

⁴¹ SDG tier III indicator, data not yet available

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	<p>Sustainable Development Goal target: 17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts</p> <p>Sustainable Development Goal indicator: 17.18.1</p> <p>Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States and international institutions should strengthen efforts to improve data availability, quality and accessibility and place more population, health and development data in the public domain in order to facilitate sharing and use of knowledge</p> <p>Disaggregation: Region</p>					
4	Proportion of countries that have a national urban policy or regional development plan that responds to population dynamics	79%	89%	95%		
	<p>Common indicator: United Nations Human Settlements Programme (UN-Habitat)</p> <p>Related Sustainable Development Goal target: 11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> <p>Related Sustainable Development Goal indicator: 11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city</p> <p>Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should capitalize on the opportunities that urbanization provides for sustainable development and undertake proactive participatory planning to harness the benefits of higher population density in urban areas, recognizing the significant impact that greater internal migratory flows have on the distribution and concentration of populations in cities, notably higher energy efficiency in transport and housing, as well as cheaper provision of health, communications and other basic services per capita</p> <p>Disaggregation: Region</p>					
5	Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	71.2%	Not available	100%		
	<p>Common indicator: UNICEF</p> <p>Sustainable Development Goal target: 16.9 By 2030, provide legal identity for all, including birth registration</p> <p>Sustainable Development Goal indicator: 16.9.1</p> <p>Framework of actions for the follow-up to the ICPD Programme of Action beyond 2014: States should strengthen national capacity to generate, disseminate and effectively use data on population dynamics, including data from birth and death registration, censuses and periodic representative surveys</p> <p>Disaggregation: Sex, age, income, place of residence, geographical location</p>					
<p>Output 13: Improved national population data systems to map and address inequalities; to advance the achievement of the Sustainable Development Goals and the commitments of the Programme of Action of the International Conference on Population and Development; and to strengthen interventions in humanitarian crises</p>						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
13.1	Proportion of countries with census results disaggregated by age and sex for each enumeration area, publicly accessible online	Not available	Not	Not available	Not available	Not available

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Disaggregation: Region		available ⁴²			
13.2	Proportion of countries that release a representative sample of census data within 12 months of launching the main census report Disaggregation: Region	63%	67%	70%	72%	77%
13.3a	Proportion of censuses that include questions on disability Disaggregation: Region	33%	40%	48%	56%	66%
13.3b	Proportion of censuses that include questions on migration ⁴³ Disaggregation: Region	44%	50%	60%	75%	100%
13.4	Proportion of countries that experienced humanitarian crises and that conducted rapid assessments of the affected populations, including pregnant women Disaggregation: Region	89%	91%	92%	92%	93%
13.5	Proportion of high-risk countries that produced a common operational data set on population statistics Disaggregation: Region	22%	29%	33%	37%	43%
13.6	Number of countries that generate and publish annual vital statistics based on civil registration, with support from UNFPA Disaggregation: Region	54	68	77	86	95
13.7	Number of countries that produced 17 UNFPA-prioritized Sustainable Development Goal indicators domestically ⁴⁴ Disaggregation: Region,	131	131	132	133	134

⁴² Baselines and target will be provided with 2018 annual report to the executive board

⁴³ This sub indicator added to the IRRF presented to the 2017 second regular session of the Executive Board

⁴⁴ Indicator presented to the 2017 second regular session edited to update the unit of measurement

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

3.1.1 Maternal mortality ratio					
3.1.2 Proportion of births attended by skilled health personnel	132	132	132	133	134
3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	106	106	107	110	114
3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods	115	117	120	121	122
3.7.2 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group	123	125	128	130	132
3.8.1 Coverage of essential health services	Not available 45	Not available	Not available	Not available	Not available
5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age	91	95	99	106	113
5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	Not available 46	Not available	Not available	Not available	Not available
5.3.1 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18	108	110	113	117	119
5.3.2 Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting, by age	29	29	30	30	30
5.6.1 Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care	46	51	56	61	66

⁴⁵ Tier III SDG indicator

⁴⁶ Tier III SDG indicator

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education	Not available 47	Not available	Not available	Not available	Not available
	10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	Not available 48	Not available	Not available	Not available	Not available
	11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city	Not available 49	Not available	Not available	Not available	Not available
	16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age	106	106	108	109	112
	17.18.1 Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics	Not available 50	Not available	Not available	Not available	Not available
	17.19.2 Proportion of countries that (a) have conducted at least one population and housing census in the last 10 years; and (b) have achieved 100 per cent birth registration and 80 per cent death registration	82	84	87	90	100
Output 14: Mainstreamed demographic intelligence to improve the responsiveness, targeting and impact of development policies, programmes and advocacy						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
14.1	Proportion of countries that generate publicly available population projections at national and subnational levels, disaggregated by age, sex, location Disaggregation: Region	36%	48%	59%	67%	81%

⁴⁷ Tier III SDG indicator

⁴⁸ Tier III SDG indicator

⁴⁹ Tier III SDG indicator

⁵⁰ Tier III SDG indicator

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

14.2	Proportion of countries with national development plans that explicitly integrate demographic dynamics, including changing age structure, population distribution and urbanization Disaggregation: Region	Not available ⁵¹	Not available	Not available	Not available	Not available
14.3	Number of countries that generate and use small area estimations of sexual and reproductive health and reproductive rights indicators for programme planning ⁵² Disaggregation: Region	0	10	15	20	25
14.4	Proportion of countries that generate and use mapping (at the district level or below) to illustrate the vulnerability of their population to disasters and humanitarian crises Disaggregation: Region, humanitarian priority country	36%	67%	74%	79%	82%
14.5	Proportion of outcome documents of global and regional intergovernmental processes supported by UNFPA that address sexual and reproductive health, reproductive rights, gender equality, the needs of adolescents and youth, and population dynamics Disaggregation: Regional level, global level	80%	80%	83%	85%	90%
Critical assumption 1: Improved infrastructure investments, including information management technology						
1.1	Information, communication and technology development index (in collaboration with the International Telecommunication Union)	5.11	-	To be added	-	To be added
Organizational effectiveness and efficiency (abbreviated as OEE in the far left column of this framework) Resources (in millions of dollars): Total: 761.4 (21 per cent of total resources)						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
1	Proportion of country programmes rated as “good” performers	86%	88%	88%	89%	90%
2	Proportion of UNFPA offices that have at least one or more high or critical risks assessed for which	60%	70%	80%	90%	95%

⁵¹ Baselines and target will be provided with 2018 annual report to the executive board

⁵² Indicator presented to the 2017 second regular session edited to replace ‘proportion’ with ‘number’

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	mitigation plans exist Remarks: In accordance with paragraph 57 (i) on improved risk management within the United Nations system, Quadrennial Comprehensive Policy Review					
3	Proportion of internal and external audit recommendations followed-up and implemented as per the estimated deadline	60%	63%	66%	69%	72%
4	Rating in the Aid Transparency Tracker Shared Quadrennial Comprehensive Policy Review indicator Remarks: In accordance with paragraph 30 on enhanced accountability, transparency, efficiency and effectiveness in the funding of United Nations operational activities for development, Quadrennial Comprehensive Policy Review	Ambitious	Ambitious	Ambitious	Ambitious	Ambitious
Organizational effectiveness and efficiency output 1: Improved programming for results						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
OEE 1.1	Proportion of country programme documents that meet quality criteria -After Programme Review Committee review Remarks: In accordance with paragraph 12 on results-based management, Quadrennial Comprehensive Policy Review	95%	95%	95%	95%	95%
	Proportion of country programme documents that meet quality criteria -Prior to Programme Review Committee review	75%	79%	83%	87%	90%
OEE 1.2	Number of country offices that track and report on expenditures using gender markers validated by a quality assurance process Shared Quadrennial Comprehensive Policy Review indicator Remarks: In accordance with paragraph 13 on women's empowerment and gender equality, Quadrennial Comprehensive Policy Review	Not applicable	Not applicable ⁵³	83	89	95

⁵³ The validation methodology and quality assurance process are expected to be in place only after 2018.

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

OEE 1.3	Number of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women performance indicators for which UNFPA meets and exceeds requirements Shared Quadrennial Comprehensive Policy Review indicator Remarks: In accordance with paragraph 13 on women’s empowerment and gender equality, Quadrennial Comprehensive Policy Review	12 indicators meet requirements and 2 indicators exceed requirements	Targets still to be identified based on the review of the performance indicators technical notes which are still under discussion at the inter-agency level.			
OEE 1.4	Extent to which UNFPA develops and implements a corporate disability strategy	Not applicable ⁵⁴	Drafted	Piloted	50% of indicators achieved	75% of indicators achieved
OEE 1.5	Proportion of new country programme documents that address the needs of people with disabilities	50%	60%	65%	70%	75%
OEE 1.6	Proportion of expenditures with a significant gender component and with gender as a principal objective Remarks: In accordance with paragraph 13 on women’s empowerment and gender equality, Quadrennial Comprehensive Policy Review	64%	65%	66%	67%	69%
OEE 1.7	Proportion of corporate-level evaluations completed as planned Remarks: In accordance with paragraph 21(c) on strengthening support to national evaluation capacities, and paragraph 12 on results-based management, Quadrennial Comprehensive Policy Review	100%	100%	100%	100%	100%
	Proportion of programme-level evaluations completed as planned	49%	60%	70%	80%	85%
OEE 1.8	Proportion of corporate-level evaluation reports assessed at least “good”, as per the UNFPA evaluation quality assessment tool	100%	100%	100%	100%	100%

⁵⁴ The preparation of a corporate disability strategy is planned to start in 2018.

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Remarks: In accordance with paragraph 21(c) on strengthening support to national evaluation capacities, and paragraph 12 on results-based management, Quadrennial Comprehensive Policy Review					
	Proportion of programme-level evaluation reports assessed at least “good”, as per the UNFPA evaluation quality assessment tool	92%	95%	95%	95%	95%
OEE 1.9	Proportion of accepted evaluation recommendations for which the actions due in the year have been completed Remarks: In accordance with paragraph 21(c) on strengthening support to national evaluation capacities, and paragraph 12 on results-based management, Quadrennial Comprehensive Policy Review	79%	83%	85%	86%	88%
OEE 1.10	Proportion of new country programme documents that factored in evaluative evidence Remarks: In accordance with paragraph 21(c) on strengthening support to national evaluation capacities, and paragraph 12 on results-based management, Quadrennial Comprehensive Policy Review	65%	70%	75%	80%	85%
OEE 1.11	Proportion of country offices that implement the UNFPA minimum preparedness actions Remarks: In accordance with paragraph 14 on greater cooperation and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace, Quadrennial Comprehensive Policy Review	40%	63%	66%	72%	74%
	Proportion of regional and subregional offices that implement the UNFPA minimum preparedness actions	13%	25%	50%	63%	75%
OEE 1.12	Number of UNFPA offices that use South-South and triangular cooperation to address countries’ priorities Remarks: In accordance with paragraph 21(e) on supporting technical and scientific cooperation and North-South, South-South and triangular, regional and international cooperation; and in accordance with paragraph 23 on enhancing support to South-South and triangular cooperation, Quadrennial Comprehensive Policy Review	22	30	37	43	53
OEE 1.13	Proportion of UNFPA offices that pilot or transition to scale innovations Disaggregation: Divisions at headquarters, regional and subregional offices	45%	49%	49%	52%	52%

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Remarks: In accordance with paragraph 21(e) on supporting technical and scientific cooperation and North-South, South-South and triangular, regional and international cooperation, Quadrennial Comprehensive Policy Review					
OEE 1.14	Proportion of key thematic areas supported with a full knowledge package ⁵⁵ Remarks: In accordance with paragraph 70 on knowledge management, Quadrennial Comprehensive Policy Review	Not applicable ⁵⁶	40%	60%	70%	80%
OEE 1.15	Proportion of programme planning or management processes covered by a unified information technology solution having integrated knowledge management Remarks: In accordance with paragraph 70 on knowledge management, Quadrennial Comprehensive Policy Review	Not applicable	Not applicable	Not applicable ⁵⁷	50%	80%
Organizational effectiveness and efficiency output 2: Optimized management of resources						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
OEE 2.1	Proportion of managerial positions having completed managerial certification and 360 degree feedback after one year in post Remarks: In accordance with paragraph 74 on staff capacities, Quadrennial Comprehensive Policy Review	Not applicable	Not applicable	25%	50%	75%
OEE 2.2	Vacancy rate for core positions	16%	15%	13%	11%	10%
OEE 2.3	Proportion of Level 1 and Level 2 humanitarian emergencies in which surge deployment was achieved within lead response time	33%	65%	70%	75%	80%

⁵⁵ Indicator presented to the 2017 second regular session of the Executive Boards edited to include the word 'key.'

⁵⁶ Full knowledge packages for key thematic areas have not been developed before and their availability is expected from 2018 onwards.

⁵⁷ Full coverage of programme planning or management processes by a unified information technology solution is expected after 2019.

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	Remarks: In accordance with paragraph 14 on greater cooperation and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace, Quadrennial Comprehensive Policy Review					
	Proportion of Level 3 humanitarian emergencies in which surge deployment was achieved within lead response time	0%	60%	65%	70%	75%
OEE 2.4	Percentage of staff who are female - all staff Remarks: Shared Quadrennial Comprehensive Policy Review indicator. In accordance with paragraph 73 on gender balance, Quadrennial Comprehensive Policy Review	50.8%	50.0%	50.0%	50.0%	50.0%
	Percentage of staff who are female - internationally recruited	49.6%	50.0%	50.0%	50.0%	50.0%
	Professional grade 1-Professional grade 2	61.9%	61.9%	61.9%	61.9%	61.9%
	Professional grade 3	53.1%	53.1%	53.1%	53.1%	53.1%
	Professional grade 4	44.8%	46.0%	47.0%	48.0%	50.0%
	Professional grade 5	49.7%	50.0%	50.0%	50.0%	50.0%
	Professional grade 6/ Director level 1	49.2%	50.0%	50.0%	50.0%	50.0%
	Director level 2 and levels above	36.8%	42.0%	47.3%	47.3%	50.0%
	Percentage of staff who are female - national staff (national officer, all levels)	53.2%	53.2%	53.2%	53.2%	53.2%
	Percentage of staff who are female - general service staff	50.1%	50.0%	50.0%	50.0%	50.0%

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

OEE 2.5	Staff engagement index ⁵⁸ - staff engagement	85%	Not applicable	87%	Not applicable	90%
	Staff engagement index - staff alignment to UNFPA mandate	86%	Not applicable	88%	Not applicable	90%
OEE 2.6	Proportion of staff perceiving that they are held accountable for their performance ⁵⁹	95%	Not applicable	95%	Not applicable	96%
OEE 2.7	Proportion of total resources used for recurring management costs Remarks: In accordance with paragraph 34 (b) on identifying the level of resources adequate for administrative, management and programme support costs, Quadrennial Comprehensive Policy Review	12.3%	14.3%	14.4%	14.7%	15.7%
OEE 2.8	Implementation rate for regular resources	96.5%	97.0%	97.0%	97.0%	97.0%
OEE 2.9	Proportion of non-core donor agreements expiring in a given year that have spent 95 per cent of the original agreement amount by the end of the original agreement period	76%	78%	80%	82%	84%
OEE 2.10	Proportion of negative implementing partner audits	10%	9%	7%	6%	5%
	Proportion of related unsupported expenditure	1%	1%	1%	1%	1%
OEE 2.11	Proportion of identified manual back office or support processes that become fully automated ⁶⁰	Not applicable	Not applicable	10%	50%	100%

⁵⁸ Data source for this indicator is biennial, targets were set accordingly for every two years.

⁵⁹ Data source for this indicator is biennial, targets were set accordingly for every two years.

⁶⁰ Indicator presented to the 2017 second regular session of the Executive Board edited to replace 'number of back office functions' with 'proportion of back office functions.'

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

OEE 2.12 ⁶¹	Proportion of country offices that have adopted and implemented common procurement services	54%	55%	57%	59%	60%
	Shared Quadrennial Comprehensive Policy Review indicator					
	Remarks: In accordance with paragraph 65 on harmonized business practices, including shared premises and joint back-office procurement, and collaborative procurement at global, regional and country levels, Quadrennial Comprehensive Policy Review					
	Proportion of country offices that have adopted and implemented common financial services	70%	73%	75%	77%	79%
	Proportion of country offices that have adopted and implemented common information and communication technology services	55%	57%	59%	60%	62%
	Proportion of country offices that have adopted and implemented common human resources services	43%	44%	46%	47%	49%
OEE 2.13	Proportion of reduction of greenhouse gas emissions	100% (19,283 tonnes of CO2e)	98% (18,897 tonnes of CO2e, 2% reduction of baseline value)	95% (18,319 tonnes of CO2e, 5% reduction of baseline value)	93% (17,933 tonnes of CO2e, 7% reduction of baseline value)	90% (17,355 tonnes of CO2e, 10% reduction of baseline value)
Organizational effectiveness and efficiency output 3: Increased contribution to United Nations system-wide results, coordination and coherence						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
OEE 3.1	Proportion of results group chair or co-chair posts that UNFPA holds in United Nations country teams	15.4%	16.0%	16.0%	17.0%	17.0%

⁶¹ Data on the proportion of country offices that have adopted and implemented a minimum of five common long-term agreements, common logistics services and common facility services, including common premises is planned to be included based on future country offices reports.

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

	<p>Disaggregation: Thematic area</p> <p>Remarks: In accordance with paragraph 57 on improving the efficiency and effectiveness of the resident coordinator system to better coordinate the United Nations country team and to work collaboratively to implement the United Nations Development Assistance Framework or equivalent planning framework, Quadrennial Comprehensive Policy Review</p>					
OEE 3.2	<p>Percentage of country offices that apply the standard operating procedures for United Nations country teams, or components of it</p> <p>Disaggregation: Signed United Nations Development Assistance Framework at the outcome level, joint national/United Nations steering committee, results groups aligned with national coordination mechanisms, workplans of joint results groups aligned with the United Nations Development Assistance Framework, joint resource mobilization strategy, common budgetary framework, joint communication strategy, fully implemented business operations strategy</p> <p>Remarks: In accordance with paragraph 51 on harmonized programming instruments, business practices, processes and reporting in alignment with the United Nations Development Assistance Framework or equivalent planning framework; paragraph 60 on the “Delivering as one” approach; and paragraph 62 on standard operating procedures and business operating strategies, Quadrennial Comprehensive Policy Review</p>	73%	80%	84%	87%	90%
OEE 3.3 ⁶²	<p>Contribution in cash provided to the resident coordinator system (in millions of dollars)</p> <p>Remarks: Shared Quadrennial Comprehensive Policy Review indicator. In accordance with paragraphs 53 and 57 (g) on the resident coordinator system, Quadrennial Comprehensive Policy Review</p>	2.3	2.3	2.3	2.3	2.3
	<p>Contribution in kind provided to the resident coordinator system - strategic analysis and planning (number of UNFPA country offices)</p>	100	100	103	103	105
	<p>Contribution in kind provided to the resident coordinator system - external communications and advocacy (number of UNFPA country offices)</p>	90	92	92	92	95
	<p>Contribution in kind provided to the resident coordinator system - serving at least a month as acting resident coordinator (number of UNFPA country offices)</p>	30	30	30	30	30

⁶² Contribution in kind provided to the resident coordinator system by chairing inter-agency working groups is presented separately as indicator OEE 3.1

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

OEE 3.4	Number of countries in which UNFPA is contributing to joint programmes	104	106	108	111	111
	Remarks: In accordance with paragraph 6 on strengthening the United Nations development system to enhance its coherence and efficiency, and its capacity to address effectively the full range of development challenges, as set out in the 2030 Agenda for Sustainable Development, Quadrennial Comprehensive Policy Review					
	Number of countries in which UNFPA is contributing to joint risk assessments	95	100	101	102	103
	Number of countries in which UNFPA is contributing to joint conflict analysis together with humanitarian country team and/or United Nations Mission (when present)	77	85	85	86	86
Organizational effectiveness and efficiency output 4: Enhanced communication, resource mobilization and partnerships for impact						
	Indicator	Baseline	Target			
			2018	2019	2020	2021
OEE 4.1	Volume of communications in traditional and social media - number of times UNFPA is mentioned in the media	7,325	7,545	7,771	8,004	8,244
	Remarks: This indicator refers to the number of times UNFPA is mentioned in the media; the number of unique visitors to the UNFPA website; and the number of followers on social media					
	Volume of communications in traditional and social media - number of unique visitors to the UNFPA website	1.81 million	1.98 million	2.06 million	2.12 million	2.18 million
	Volume of communications in traditional and social media - Facebook	300,000	320,000	325,000	330,000	335,000
	Volume of communications in traditional and social media - Twitter	130,000	155,000	200,000	205,000	210,000
OEE 4.2	Amount contributed by donors other than the top 15 (in millions of dollars)	84.0	144.8	150.8	170.0	170.8
	Remarks: In accordance with paragraph 34 (c) on exploring options to broaden and diversify the donor base, Quadrennial Comprehensive Policy Review					

UNFPA strategic plan, 2018-2021. Annex 1. Integrated results and resources framework

OEE 4.3	Proportion of annual resource mobilization targets met - total resources Remarks: In accordance with paragraph 34 (c) on exploring options to broaden and diversify the donor base and paragraph 38 on exploring innovative funding approaches, Quadrennial Comprehensive Policy Review	76%	90%	95%	100%	100%
	Proportion of annual resource mobilization targets met - core resources	73%	93%	95%	100%	100%
	Proportion of annual resource mobilization targets met - non-core resources	79%	88%	95%	100%	100%
	Proportion of annual resource mobilization targets met - traditional donors	75%	90%	95%	100%	100%
	Proportion of annual resource mobilization targets met - non-traditional donors	80%	87%	93%	100%	100%
OEE 4.4	Proportion of UNFPA co-financing funded through pooled funds Remarks: In accordance with paragraph 33 on inter-agency pooled funding mechanisms and pooled funds, Quadrennial Comprehensive Policy Review	20%	26%	24%	23%	23%
	Proportion of UNFPA co-financing funded through thematic funding mechanisms	17%	45%	50%	45%	40%
OEE 4.5	Number of people reached through partnerships that ensure high visibility Remarks: In accordance with paragraph 22 on national, regional and global partnerships, Quadrennial Comprehensive Policy Review	141 million	148 million	159 million	170 million	178 million
OEE 4.6	Number of knowledge solutions developed through partnerships that emphasize innovative solutions Remarks: In accordance with paragraph 22 on national, regional and global partnerships, Quadrennial Comprehensive Policy Review	90	85	94	101	102