

UNFPA Strategic Plan 2018 - 2021
Organizational effectiveness and efficiency – Results framework

(Draft for consultations as of 18 April 2017)

Strategies	Indicators
Organizational effectiveness and efficiency	
Indicators: <ul style="list-style-type: none"> i Proportion of country programmes rated as “good” performers ii Proportion of UNFPA offices that have at least one or more high or critical risk assessed for which mitigation plans exist iii Proportion of internal and external audit recommendations followed-up and implemented as per estimated deadline iv (QCPR proposed common indicator) Rating in the Aid Transparency Tracker 	
OUTPUT 1: Enhanced programme effectiveness	
Improved results-based management <ul style="list-style-type: none"> • Continue mainstreaming results-based management within policies, procedures, systems and required staff skills. • Further improve the quality of UNFPA programmes by providing supporting theories of change and enhancing results planning, monitoring and reporting. • Enhance identification of evidence and information needs, conduct high quality evaluations, use and learn from evaluation processes and results. • Strengthen humanitarian response capacity through the provision of training and improved monitoring of the UNFPA Minimum Preparedness Actions implementation. 	<ul style="list-style-type: none"> 1.1 Proportion of country programmes that meet quality criteria 1.2 (QCPR proposed common indicator) Number of country offices that track and report on expenditure using gender markers validated by a quality assurance process 1.3 (QCPR proposed common indicator) Number of United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UNSWAP) performance indicators on which UNFPA meets and exceeds requirements 1.4 (QCPR proposed common indicator) Extent to which UNFPA develops and implements a corporate Gender Strategy 1.5 (QCPR proposed common indicator) Proportion of expenditures with a significant gender component and with gender as a principal objective

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	<p>1.6 Proportion of corporate and programme-level evaluations completed as planned in the quadrennial evaluation plan and costed evaluation plans</p> <p>1.7 Proportion of evaluation reports assessed at least good as per the UNFPA evaluation quality assessment tool for:</p> <ul style="list-style-type: none"> a) Corporate evaluations b) Decentralized programme level evaluations <p>1.8 Proportion of accepted evaluation recommendations for which the actions due in the year have been completed</p> <p>1.9 Proportion of UNFPA country offices implementing at least 69 per cent (9 out of 13) UNFPA Minimum Preparedness Actions</p> <p>1.10 Proportion of country programmes in which South-South/ Triangular Cooperation is utilized within the modes of engagement of at least one output</p>
<p>Increased innovation</p> <ul style="list-style-type: none"> ● Increase innovation for improved programming. ● Transition from piloting and testing to sourcing and scaling up innovations for development impact through partnerships. 	<p>1.11 Proportion of UNFPA offices (HQ divisions, regional offices, country offices) that pilot and/or transition to scale innovations with partners</p>
<p>Increased knowledge management for programming</p> <ul style="list-style-type: none"> ● Increase availability of and access to high-quality knowledge products. ● Mainstream knowledge management in programme and operations, by applying what has been learned to programming, to translate knowledge into products and services. ● Improve staff capacity and accountability in managing knowledge. 	<p>1.12 Number of evidence-based interventions of the strategic plan supported with full knowledge management package</p> <p>1.13 Proportion of programme planning/management processes covered by a unified information technology solution having integrated knowledge management</p>

Strategies	Indicators
OUTPUT 2: Optimized management of resources	
<p>Optimized management of human resources</p> <ul style="list-style-type: none"> Align the organizational structure and staff to support the strategic plan and ensure that staff have the right skill set needed. Attract new talent through enhanced use of partnerships and volunteerism. Continue strengthening the Leadership Pool and Surge Roster ensuring that key functions are filled as fast as possible. Ensure high staff engagement and promote staff alignment with the mission and values of UNFPA in hiring and daily work to safeguard high ethical standards. Enhance an inclusive composition of staff (by gender, region, and other disaggregation criteria such as disability, etc.). 	<p>2.1 Proportion of managerial positions having completed Managerial Certification</p> <p>2.2 Proportion of key post filled in high-risk/large volume countries</p> <p>2.3 Proportion of level 2 and 3 humanitarian settings in which deployment was achieved within 72 hours</p> <p>2.4 Staff engagement and alignment to UNFPA values</p> <p>2.5 (QCPR proposed common indicator) Proportion of staff who are female - at all IP levels</p>
<p>Optimized management of financial resources</p> <ul style="list-style-type: none"> Strive for excellence in financial management by UNFPA Business Units by concentrating on Business Units with biggest needs based on risk assessment model. Provide more focus to the programme planning and budgeting, in order to improve their development and oversight and identify potential efficiencies in the use of programme resources. Continue to ensure a robust selection and oversight of implementing partners. 	<p>2.6 Proportion of total use of resources for recurring management costs</p> <p>2.7 Implementation rate for regular resources</p> <p>2.8 Proportion of non-core donor agreements expiring in a given year that have spent 95% of original agreement amount by the end of the original agreement period</p> <p>2.9 Proportion of negative IP audits and related unsupported expenditure</p>
<p>Optimized use and management of ICT, facilities, common services, natural resources</p> <ul style="list-style-type: none"> Deliver comprehensive information access and data-driven tools to support the effectiveness of programmes and operations. Increase programme, office and operations efficiency through improved technology support of business processes. 	<p>2.10 Number of manual back office/support processes fully automated</p> <p>2.11 (QCPR proposed common indicator) Number/proportion of country offices implementing common services: common long-term agreements, harmonized approach to procurement, common human resources management, common information and communication technology services, common financial</p>

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<ul style="list-style-type: none"> • Further expand interagency efforts to maximize efficiencies in field offices and HQ by adopting more cost effective, collaborative and flexible models; continue to adopt best practices through mutual recognition; and by continuing to adopt the Business Operations Strategy. • Continue to be a climate neutral organisation while further reducing greenhouse gas emissions, hazardous waste creation and water consumption in line with UNFPA's Emissions Management System. 	<p>management services, HACT</p> <p>2.12 Reduction of greenhouse gas emissions compared to baseline year of 2015</p>
OUTPUT 3: Increased contribution to the United Nations system-wide results, coordination and coherence	
<p>Scaled-up Delivering as One and joint programming</p>	<p>3.1 Proportion of results group Chair/Co-chair posts UNFPA holds within UNCTs (by thematic area)</p> <p>3.2 (QCPR proposed common indicator) Number of country offices that are applying the Standard Operating Procedures, or components of it: (i) One programme, (ii) Common budgetary framework, (iii) One fund, (iv) One leader and (v) Operating as one</p> <p>3.3 (QCPR proposed common indicator) Contribution provided to the resident coordinator (RC) system:</p> <ul style="list-style-type: none"> a) Contribution in cash provided to the RC system, in US\$ million b) Contribution in kind provided to the RC system <ul style="list-style-type: none"> (i) Chairing inter-agency working groups (ii) Strategic analysis and planning (iii) External communications and advocacy (iv) Serving at least a month as acting RC
<p>Improved gender-based violence and reproductive health coordination in humanitarian settings</p>	<p>3.4 Proportion of countries affected by a humanitarian crisis that have a functioning inter-agency coordination mechanism in the areas of:</p> <ul style="list-style-type: none"> a) Gender-based violence b) Reproductive health
<p>Increased collaboration across development, humanitarian and peace pillars of UN's work</p>	<p>3.5 Number of countries in which UNFPA is contributing to:</p> <ul style="list-style-type: none"> a) Joint Programmes b) Joint Risk Assessments across development, humanitarian and peace nexus

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OUTPUT 4: Enhanced communication for impact, resource mobilization and partnerships	
<p>Enhanced communications for impact and engagement of public and partners to strengthen support for UNFPA</p> <ul style="list-style-type: none"> ● Implement global branding and communications strategies to enhance UNFPA positioning and perception, and increase focused communications of the Fund's impact and transformative results. ● Increase public information about and awareness of UNFPA and its work to broaden and deepen political and financial support. 	<p>4.1 Volume of communications that relay UNFPA's thought and action leadership on core areas of work to larger numbers of key audiences in donor and programme countries</p> <ul style="list-style-type: none"> a) Number of mentions of UNFPA in the media b) Number of unique visitors to the UNFPA website c) Number of followers on social media <p>4.2 (Indicator on increased brand-recognition, to be defined)</p>
<p>Increased resource mobilization</p> <ul style="list-style-type: none"> ● Maintain and broaden the traditional donor base by creating the necessary conditions for continued funding. ● Increase programme country contributions. ● Prioritize partnerships with other UN entities with a view to build efficiencies and operate at scale. ● Advocate for flexible and predictable funding through multi-year pledges/commitments and contributions against UNFPA's Executive Board approved programmatic document. Ensure UNFPA's financial viability by accelerating blended financing options. <p>Enhanced Strategic Partnerships</p> <ul style="list-style-type: none"> ● Expand non-traditional donor base. ● Increase contribution from and build strategic partnerships with private sector, civil society, philanthropic organizations, general public, international financial institutions, global public-private alliance for partnerships with reach, brainpower, resources, and create a conducive environment for fund raising. 	<p>4.3 (QCPR proposed common indicator) Dollar amount contributed by donors other than the top 15 (USD millions)</p> <p>4.4 Proportion of yearly resource mobilization targets met (both traditional and non-traditional donors and partnerships)</p> <p>4.5 Proportion of UNFPA's co-financing funded through pooled and thematic funding mechanisms</p> <p>4.6 Proportion of funding and agreements with non-traditional partners and programme countries (disaggregated by type of funding)</p>