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EVALUATION OF UNDP CONTRIBUTION TO POVERTY REDUCTION IN THE LEAST DEVELOPED COUNTRIES (LDCS)

TERMS OF REFERENCE

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1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is carrying out an 'Evaluation of the UNDP's contribution to poverty reduction in the Least Developed Countries (LDCs).'

¹ The evaluation is part of the IEO medium-term plan (DP/2018/4) approved by the Executive Board in January 2018.² As addressing poverty is central to the Sustainable Development Goals (SDGs), the evaluation will assess the contribution of the country programmes, and global and regional programmes to reducing poverty, inequality, and vulnerability.

This evaluation is a follow-up of the previous evaluation of the IEO on UNDPs contribution to poverty reduction, as per the request of the Executive Board. The evaluation will, however, focus on the LDCs, an important area of UNDP support. The evaluation will examine UNDP's programmatic response to the previous IEO evaluation on UNDP's contribution to poverty reduction and the subsequent Executive Board deliberations and decisions.

UNDP supports poverty-related programmes in all LDCs (47 countries). Preliminary financial portfolio analysis indicates that a total of 1.7 Billion USD is spent on poverty reduction related activities in all areas outlined above (also illustrated in Figure 1), which is 30 percent of total expenditure on LDCs (5.6 Billion USD). Regarding the overall LDC expenditure, 14 percent (703 Million USD) of the expenditure are core UNDP resources, while bilateral non-core contribution comprises 81 percent of the total resources, and the government cost-sharing in LDCs is about 5 percent. The government cost sharing is much lower in the LDCs compared to the non-LDC countries where the government contributes about 39 percent of the expenditure.

Given the salience of graduation from the LDC category to middle-income category,³ UNDP programmes in the LDCs and countries that have graduated since 2010 will be included in the evaluation.⁴ This evaluation will assess UNDPs contribution from a multi-dimensional poverty perspective. Given UNDPs multipronged approach to poverty reduction, the evaluation will use an integrated programming rubric to analyse how these multiple pathways contributed to the overarching objective to reduce poverty. Building on the ongoing debates, the evaluation will include the intersending dimensions of poverty

1The 47 LDCs are: Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Djibouti, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao people's Democratic Republic, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Solomon Islands, Somalia, South Sudan, Sudan, Timor-Leste, Togo, Tuvalu, Uganda, United Republic of Tanzania, Vanuatu, Yemen, Zambia. The three countries that have graduated since 2010 are, Equatorial Guinea, Maldives, and Samoa.

2 Executive Board of UNDP, UNFPA and UNOPS agenda item document, 'Independent Evaluation Office work plan (2018-2021) (2014-2017)', DP/2018/4, New York, January 2018.

³ Least developed countries (LDCs), an United Nations categorisation, are low-income countries confronting severe structural impediments to sustainable development. There are currently [47 countries](#) on the [list of LDCs](#) which is reviewed every three years by the [Committee for Development \(CDP\)](#) at the United Nations, to ascertain if they ready to be termed as a Middle Income Country.

⁴ A separate evaluation on UNDP support to middle income countries is scheduled to be presented to the Executive Board during the first regular session in 2020.

reduction and inequality.⁵ The evaluation will use Independent Country Programme Evaluations (ICPEs) conducted by the IEO to provide a broader empirical base, the evaluation will assess all the LDC programmes of UNDP. The total coverage will also enable the evaluation to develop a typology of UNDP programme response that address poverty within the SDG framework.

The evaluation will contribute to the development of corporate programme strategies on poverty reduction and sustainable development and strengthen UNDP's accountability to global and national development partners, including the Executive Board. The evaluation will be presented to the Executive Board at the first regular session in January 2019.⁶

2. BACKGROUND

There has been a reduction in extreme global poverty over the last three decades. Benefitted by economic growth, over a billion people globally moved out of extreme poverty since 1990. Despite this progress, 1.6 billion people still live in multidimensional poverty. Poverty reduction has been deeply uneven between regions and countries. Extreme poverty in LDCs, fragile contexts and remote areas of countries remains a huge challenge.⁷ Addressing poverty in LDCs, Land Locked Developing Countries, and Small Island Developing States (SIDS) has been slowed due to structural rigidities, low share of global trade, remoteness, poor infrastructure development, and low productivity. Jobless growth remains a huge challenge in reducing poverty. There is persisting inequality even where there is economic growth, resulting in large disparities among the population in accessing basic services and assets. Limited resilience

⁵ An example is the recent international conference on "Leaving No One Behind: The Fight Against Poverty, Exclusion and Inequality" held in Gaborone, Botswana. Jointly hosted by the Government of Botswana and the United Nations Development Programme, the conference provided a platform to:

- share criteria for identifying the poor and excluded, and approaches for targeting, and examine the structural barriers to poverty eradication, inclusive growth and social-economic mobility;
- learn from the experiences of other countries (i.e. lessons learned and best practices); especially from those that have successfully managed to reach the poor and those left behind, through a wide variety of interventions;
- identify a set of key policy considerations when designing programmes that focus on the most vulnerable, the extreme poor and marginalized groups.

The Conference reemphasized a widely acknowledged concern "that people and groups left behind face multiple and interconnected vulnerabilities, that go beyond income poverty: i.e., financial exclusion (limited/no access to finance), social exclusion (issues related to access to and quality of services), economic exclusion (issues related to productive assets, technology, know-how, markets, employment, etc), political exclusion (issues related to access to justice, participation in political processes and decision making, etc), vulnerability to climate-related shocks, exclusion from access to natural resources, and other. Participation and inclusion of the poor and marginalized is key to poverty eradication efforts and the realization of all Sustainable Development Goals." Another issue is the data challenges in identifying who are the poor and how they can be targeted as well as the need for disaggregated data at all levels. See, <http://www.bw.undp.org/content/botswana/en/home/presscenter/pressreleases/2018/03/22/in-botswana-stakeholders-say-poverty-eradication-is-an-attainable-goal-.html>

⁶ The evaluation will be carried out within the framework of UNDP Evaluation Policy (<http://www.undp.org/eo/documents/Evaluation-Policy.pdf>) and UNEG norms and standards (http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22).

⁷ UNDP: The Human Development Report 2016. 'Human Development for Everyone'. http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf; See also World Bank data on Poverty

to the impact of climate change, desertification, and land degradation created further challenges.⁸ While there is a downward trend in extreme poverty in the LDCs, the pace of progress remains slow.

Countries aim to graduate out of LDC status, an indication that a country has been able to overcome or mitigate the most severe structural impediments to sustainable development, and this remains their policy objective. Graduation policies are also supported by international cooperation in the LDCs. While there is greater consensus on policies for economic growth and overall poverty reduction as a graduation parameter, there is limited consensus on prioritizing policies and concrete measures to address multi-dimensionality of poverty and inequality. This anomaly is reflected in the trends of a shift in the global distribution of poverty from LDCs to MICs, with several MICs close to the economic threshold of LICs, with high levels of multi-dimensional poverty.

Pursuing multi-dimensional poverty reduction approaches and addressing extreme poverty reduction in LDCs assumes urgency in efforts to achieve SDGs. Inequality, across typology of countries, in general, has increased indicating lack of income mobility and opportunity, significant disparities in wealth (as against income), and a disadvantaged position of certain segments of the society is affecting the pace of poverty reduction.⁹ In the context of advanced economies, inequality and disparities in wealth is attributed to the concentration of wealth in the hands of a small percentage of the population.¹⁰ While in developing countries inhibiting social hierarchies further add to challenges in disparities among population.¹¹ Inclusive growth remains a challenge in several countries, particularly impacting women.

Privatization of public services such as health, education or water has been shown to exclude the poor, especially women and lowest-paid workers in the most precarious conditions (who are also predominantly women and girls).¹² The persistence of poverty is also a result of incumbent elites' opposition to reforms and education that benefit the poor. Widening inequality also has significant implications for growth and macroeconomic stability, leading to suboptimal use of human resources, reducing political and economic instability, and raising risk of violent extremism and conflict. Although sub-Saharan Africa demonstrated remarkable economic performance in the past 15 years, the inequality, lack of social cohesion and conflict nexus has undermined poverty reduction.¹³ More inclusive development implies a focus on the deeply entrenched determinants of exclusion that are visible and reflected in persistent patterns of inequality in

8 2017 HLPF Thematic Review of SDG 1: End Poverty in All its Forms Everywhere, DESA, UN.

9 Dabla-Norris, Era, Kalpana Kochhar, Nujin Suphaphiphat, Frantisek Ricka, Evridiki Tsounta, 2015. Causes and Consequences of Income Inequality: A Global Perspective, IMF Staff Discussion Note. Also, see, Diego Alejo Vázquez Pimentel, Iñigo Macías Aymar, Max Lawson, 2018. Reward work, not wealth, Oxfam.

10 Piketty, T. 2014. Capital in the Twenty-first Century. Cambridge, Massachusetts: Harvard University Press.

11 Dabla-Norris, Era, Ibid

12 Haroon, Deborah, 2017. An Economy for the 99%. Oxfam. F. Rhodes, J. Burnley, M. Dolores et. al. (2016). Underpaid and Undervalued: How inequality defines women's work in Asia⁴. Oxford: Oxfam. <http://policy-practice.oxfam.org.uk/publications/underpaid-andundervalued-how-inequality-defines-womens-work-in-asia-611297>

¹³ Odusola, Ayodele, Giovanni Andrea Cornia, Haroon Bhorat and Pedro Conceição, 2017. Income Inequality Trends in sub-Saharan Africa Divergence, Determinants and Consequences. UNDP.

the distribution of assets and income. Policy reorientation to address inequality as a driver of poverty reduction has not been at a desirable pace.

The absorption of innovation and technology remain critical for poverty reduction. Investments in human assets, economic diversification, and inclusive development are critical for LDCs to achieve the SDGs and reduce poverty. Efforts such as the Technology Bank and international investment support for the LDCs by the United Nations Secretary-General provide opportunities for the advancement of productive capacity and leveraging the growth and poverty eradication.¹⁴

The recognition that adaptation to climate change is important for both sustaining progress made as well as accelerating poverty reduction outcomes did not adequately translate into policies. Increasing the resilience of livelihoods and infrastructure as a key component of an effective poverty reduction strategy is in early stages. For more robust graduation from LDC and significant progress towards sustainable development, the LDCs need integrated policies in development, social policy, macroeconomic and financial policies, industrial and sectoral policies.¹⁵ Similar acknowledgement in international cooperation is slowly evolving. Given the large proportion of LDCs in Africa (33 of the 47 LDCs) followed by the Asia Pacific (with 12 LDCs) more concerted efforts are needed in these regions.¹⁶

3. UNDP'S STRATEGY FOR POVERTY ERADICATION

In the past two decades, UNDP has supported country efforts to reduce poverty and inequality. A significant proportion of UNDP's programme resources have been spent on specific initiatives aimed at reducing poverty and vulnerability and addressing inequality. UNDP recognizes holistic solutions, and human development-based approach to programming is critical for socially inclusive, gender responsive, environmentally sustainable, and economically durable development outcomes.

Given the multi-dimensional nature of poverty, initiatives aimed at reducing poverty in the Strategic Plan 2014-2017 (hereafter Strategic Plan)¹⁷ are spread across programme areas of UNDP. In addition to livelihood and growth-related support, a significant proportion of initiatives related to local development, environment and climate change adaptation, alternative energy, and economic revitalization in crisis contexts have a strong poverty reduction element. Although not a big area in terms of financial investment, social protection is one of the key streams of UNDP's poverty reduction support. The Strategic Plan emphasizes the importance of environmental protection for sustainable development, and supply of ecosystem services that underpin development. Also, there has been thrust to further the rights of poor and vulnerable groups, including women, secure access to decent work, livelihoods, basic needs. UNDP's corporate strategies emphasized and localising sustainable development approaches and the importance of tailoring services to sub-national contexts. Programmes have supported poverty reduction in rural and

14 For further information on Technology Bank see <https://www.un.org/press/en/2017/dev3292.doc.htm>

15 UNDESA, 2017. Expanding Productive Capacity: Lessons Learned from Graduating Least Developed Countries.

16 Of the remaining 4, 3 are in the Arab States and 1 in the Caribbean.

17 UNDP, 'Changing with the World. UNDP Strategic Plan: 2014-17', 2013.

urban areas. Urban poverty has been given attention in the Strategic Plan for 2014-2018, as well as the forthcoming one.

UNDP programme strategies outlined sustainable, inclusive, and resilient approach to poverty reduction and development. Key streams of UNDP programming that respond to poverty reduction programme needs of the partner countries are the following (see also Figure for illustration of the key programme streams):

- First, according to the UNDP Strategic Plan, while all initiatives are meant to be pro-poor and address inequality, *Sustainable Development Pathways* programme area aims to address this most comprehensively. It tackles the interconnected issues of poverty, inequality, and exclusion while transforming productive capacities, avoiding the irreversible depletion of social and natural capital and lowering risks arising from shocks. The aim is to help improve the resource endowments of the poor (through upstream and downstream efforts) and enhance their prospects for employment and livelihoods. Further, it aims at phased progress towards universal access to social protection, more transparent and lowers cost delivery systems, improved targeting of non-universal benefits schemes, and better feedback from citizens on the coverage, quality and cost of services.
- Second, the *Inclusive and Effective Democratic Governance* programmes among other initiatives support local governance institutions adapt to changing public expectations, whether regarding better services, improved access to resources needed for employment. Infrastructure development support also entails employment provision at the community level.
- Third, in the *Resilience* programme area, UNDP'S post-conflict and post-disaster recovery and reconstruction initiatives for economic revitalization aim to improve livelihoods opportunities at the household and community and build stronger links between crisis recovery and transition to development.
- Lastly, support for improved measurement and monitoring of country-level development and poverty, taking account of differences by gender, income, location and other non-income characteristics will be critical to informing policy and programmes. This has been an area of support of UNDP given its mandate to support MDG and SDGs reporting. The MDGs Acceleration Framework (MAF), followed by Mainstreaming Acceleration and Policy Support (MAPS) in the context of SDGs, rolled out as joint UN initiatives, are intended to enable countries map policy strengths and bottlenecks.

4. OBJECTIVES AND SCOPE

The evaluation will assess UNDP's contribution to poverty reduction in the LDCs. This will entail an assessment of contribution to the national policies and programmes, and to global and regional level debates and advocacy. The main objectives of the evaluation are:

- a. To assess the role and contribution of UNDP in poverty reduction in LDCs

- b. To assess the extent to which UNDP used its programmes in the areas of energy, environment, local development, crisis prevention & recovery to promote sustainable poverty reduction approaches
- c. Identify the factors that have affected UNDP's contribution to poverty reduction

In making the overall assessment of UNDP's contribution, the evaluation will assess the positioning of UNDP's support in LDCs, strengthening capacities of the state and non-state actors and communities, convening role vis a vis international cooperation and UN efforts, and enabling partnerships for poverty reduction outcomes. The evaluation will cover programmes for the period 2014 to 2017. The evaluation will assess UNDP's country programmes, and global and regional programmes and projects.

The evaluation will assess UNDP's contribution under the eight streams of support viz., livelihood and jobs, social protection, promoting poverty-environment linkages, energy efficiency, community development, climate change adaptation in livelihood, economic revitalization in crisis contexts, and MDGs/SDGs monitoring. See Figure 1 for the illustration of these eight areas.

There have been conceptual shifts in UNDP's approach to poverty reduction over the various Strategic Plan periods, although the core element of improving human lives remains. During the MDGs period, adopting a multi-dimensional capability-based approach to development enabled UNDP to take a more holistic perspective of poverty, focusing for example on lack of capabilities to be free from hunger, to be able to live a life free from preventable diseases and to be able to participate effectively in the life of a community. There has been a conceptual redefining to align with SDGs since 2014, adopting a sustainable development paradigm, although the fundamental principle remains the same. The evaluation will examine how the conceptualization of poverty reduction has translated into practice, particularly the sustainable development dimension of poverty reduction.

The evaluation will cover LDCs in Africa, Asia and the Pacific, Arab States and the Caribbean. For a comparative analysis, programmes in the countries graduated out of LDCs since 2010 are included.

5. A THEORY OF CHANGE FOR ASSESSING UNDP CONTRIBUTION

The UNDP Strategic Plan includes theories of change and an Integrated Results and Resources Framework (IRRF), which will be analyzed by the evaluation and evaluated against. Drawing on the Strategic Plan theories of change this evaluation has established an aggregated theory of change for assessing UNDP contribution to poverty reduction.

Building on UNDP's holistic and flexible approach to poverty reduction, the theory of change provides a framework for assessing 8 streams of poverty reduction support spread across 7 programme outcomes outlined in the Strategic Plan. It outlines the contributory pathways of poverty reduction programmes, to understand the extent of UNDP programme support given in a particular LDC context (what did UNDP do), approach of contribution (were UNDP programmes appropriate for achieving national results), process of contribution (how did the contribution occur), and the significance of the contribution (what is the contribution — did UNDP accomplish its intended objectives). The theory of change is schematically presented in Figure 1.

The theory of change distinguishes between *immediate, intermediate and long-term outcomes*, recognizing that some of the components are iterative. Immediate outcomes are outputs of UNDP initiatives that have the likelihood of contributing to programme outcomes. This implies UNDP programme strategies and choices of activities are appropriate to the policy environment and respond to the capacity needs of governments and civil society to reduce poverty. Intermediate outcomes comprise initiatives to strengthen inclusive national development policies, processes and programmes to reduce poverty, inequality and vulnerability. The assumption is that the capacities of government institutions and State and non-State actors to pursue an inclusive development agenda is strengthened. The evaluation specifically identified eight areas for strengthening policy processes and programmes (see Figure 1). The theory of change also presumes that the scope and scale of UNDP programmes are reasonably sufficient to contribute to intermediate outcomes.

For international development agencies and donors, including UNDP, *it is not always possible to support comprehensive programmes to reduce poverty and inequality*. The level of visibility of UNDP programme outcomes or results achieved, in terms of contribution to poverty reduction processes and outcomes, depends largely on their relative importance and positioning of the support *vis a vis* other activities by state and non-state agencies, resources assigned by UNDP, length of engagement, among other contextual factors. Similarly, outcomes related to reducing inequality are systemic and entail a complex set of actions and interactions among various institutions and actors. Determining contributions to reducing inequality processes are more plausible than reducing inequality per se.

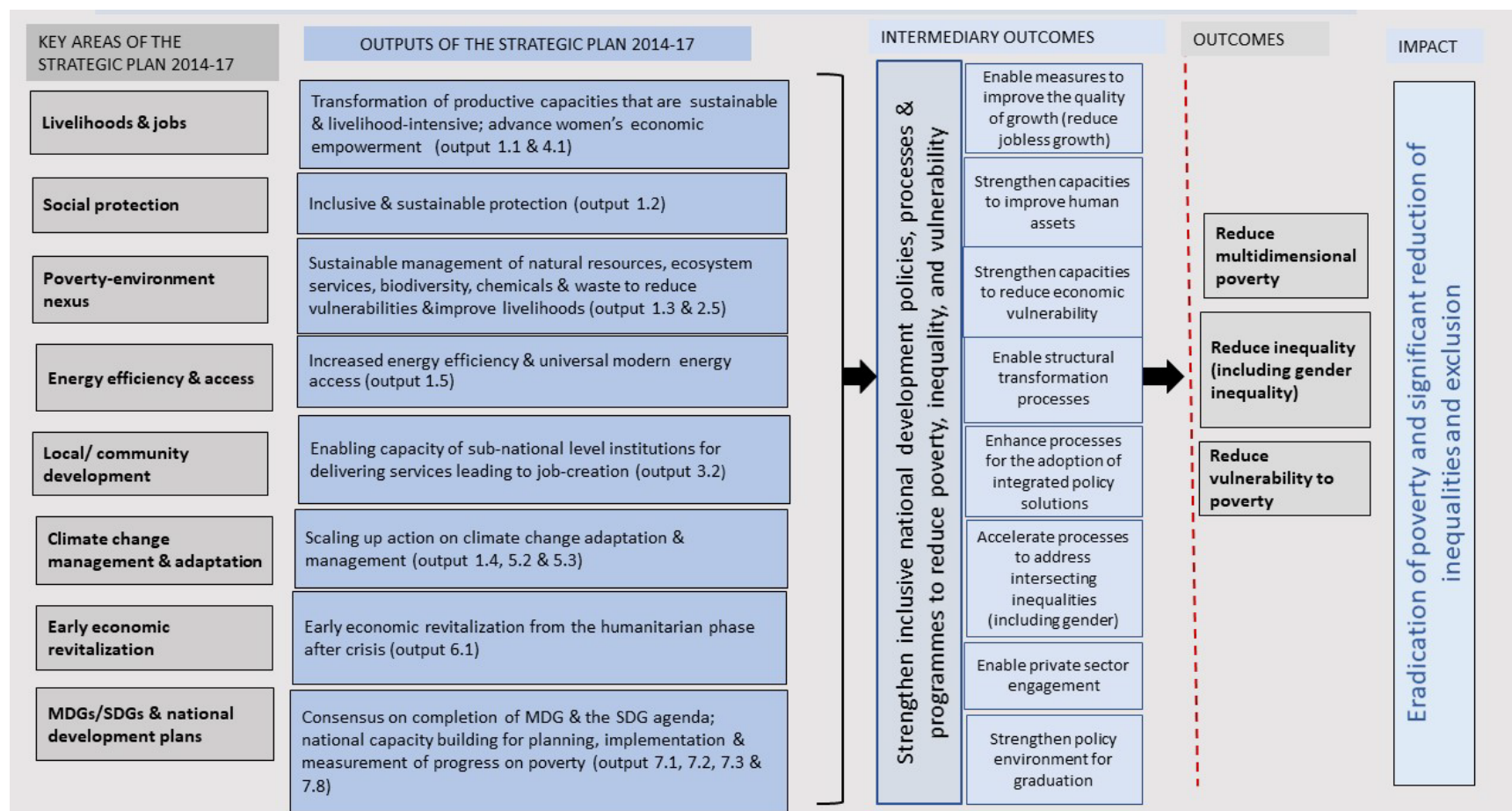
The evaluation considers contribution to three key poverty reduction outcomes: a) reducing multidimensional poverty; b) reducing inequality, and c) resilient development to reduce vulnerability to poverty. The line of accountability of UNDP programmes is however considered in this evaluation to be at the intermediary outcome level. Beyond intermediary outcome, UNDP's contribution will be considered as part of complex, multi-causal pathways of poverty reduction, and therefore *establishing contribution linkages between UNDP's programmes and poverty reduction outcomes will be challenging*. The evaluation will therefore be paying more emphasis to be immediate and intermediate outcomes where the contribution of UNDP programmes is more likely to be evident. The theory of change, however, leaves the possibility to establish different levels of contribution to outcomes and results, wherever it takes place; and enables an understanding at which level the contribution of UNDP has been greater.

Despite programmes in 8 areas, *there are differences in scale of UNDP support as well as the continuity of its engagement* across these eight areas; in some areas, UNDP support is relatively small to overall poverty reduction outcomes in the country. In crisis countries, the focus is largely on economic revitalization, while in more stable development contexts UNDP has adopted a multipronged approach and have programmes in at least 3 to 4 of the eight areas. UNDP programme emphasis varies across country programmes, and this also has limitations for aggregation of contribution across countries. It will not be practical in all instances to separate UNDP programme contribution from other ongoing efforts or look at UNDP's contribution in isolation, particularly those areas for which poverty reduction is not an overtly specified objective. From the evaluation point of view programme outcome processes that are central to UNDP's contribution are establishing: a) whether UNDP support is strategic for poverty reduction outcomes in the country; b) nature of its contribution in terms of interlinkages between sustainable development and resilient approaches in reducing poverty and interlinkages between

reducing poverty and inequality; and c) whether UNDP maximized its comparative advantage in environment, local development and crisis support. The reciprocity and interlinkages between different programme areas while at times seem obvious need to be distinguished. Irrespective of the scale of the UNDP support, the emphasis given to poverty reduction processes will be central to this evaluation.

The ***evaluation recognizes that poverty reduction and sustainable development outcomes are long-term and nationally driven***, and the extent and pace of addressing them significantly determine programme outcomes. Although the evaluation focuses on LDCs, there are variations across this sub-set of countries, in terms of economic growth and resources, development situation, and overall capacities to address poverty and inequality issues. While the context related variables will be clarified further, the evaluation will include the level of progress on the set of criteria used for determining graduation from LDC status, particularly on human asset index and economic vulnerability index.

Figure 1: UNDP's programme approach to poverty reduction: A Theory of Change



6. DATA COLLECTION AND ANALYSIS METHODS

The evaluation will use a country level and global and regional analyses to determine the contribution of UNDP to poverty reduction in LDCs. Data will be collected for assessing the five criteria on contribution, answering the key questions, and making evaluative judgements (see Table 1). Factors that can explain UNDP's performance and positioning in poverty reduction efforts will be identified. The evaluation will elaborate on some of the global, regional and LDCs contexts within which UNDP operates, and consider the extent to which the current Strategic Plan, global and regional programmes, and country programmes are responsive to these contextual specificities.

Table 1: Evaluation criteria, what is judged, and key questions

Criteria	What is judged and key questions
Programme positioning for improved contribution to national development outcomes to reduce poverty and inequality	<p>What is judged?</p> <ol style="list-style-type: none"> 1. Extent to which the LDC context and special development situations are taken into consideration by UNDP in developing poverty reduction programmes 2. Extent to which the programmes respond to national development priorities 3. Extent to which the programmes respond to country needs for a more strategic sustainable development approach to poverty reduction 4. Emphasis given to programme support in Africa given the high level of LDCs in the continent. 5. Positioning of UNDP to promote gender equality in poverty policies and practices 6. Whether UNDP's engagement in global and regional debates/advocacy is commensurate with its presence worldwide and long-term engagement in poverty reduction <p>Key questions</p> <ul style="list-style-type: none"> • To what extent is UNDP support relevant for strengthening national policies and programmes to reduce poverty and inequality in the LDCs? Are the poverty reduction issues prioritized by UNDP consistent with UNDP's mandate? • How did UNDP respond to varied development situation among the LDCs? To what extent did UNDP use a more holistic conceptualization of poverty reduction (as outlined in the strategic documents) to better position itself? What factors facilitated UNDP positioning? • Did UNDP strategies enable positioning across programme areas pertinent to poverty reduction (for example, climate change adaptation, environment protection, rural energy, economic revitalization to address the crisis, and local development)? • Did UNDP programme tools — Strategic Plan, Global Programme, global projects, Regional Programmes, Country Programmes — enable positioning of UNDP as a key

	<p>actor in supporting poverty reduction efforts? Are the programme strategies suitable for LDC contexts?</p> <ul style="list-style-type: none"> • How did UNDP position itself to address cross-cutting dimensions such as gender equality and human rights in poverty reduction? Are there specific efforts to support most vulnerable regions and population? • Did UNDP find the right programme niche commensurate with its programme scale? • How did UNDP position itself in global and regional policy/ advocacy space, specifically on debates about LDCs discourse? To what extent did UNDP leverage its global country presence to inform global and regional poverty reduction debates and advocacy?
<p>Strengthening national policy and institutional capacities</p>	<p>What is judged?</p> <ul style="list-style-type: none"> • Contribution of UNDP to strengthening government capacities in poverty reduction (strengthening policies, institutions, human resources programme approaches, and programme implementation) • Specific approaches used by UNDP to enable sustainable poverty reduction, particularly contribution of UNDP to operationalizing integrated approaches to poverty reduction (enabling poverty-environment linkages, urban development and poverty reduction, economic revitalization and development, local development and poverty reduction). Application of sustainable development concepts to national policies and practices. • Thrust given by UNDP to promoting innovation and public-private partnership • Extent to which UNDP programmes strengthened civil society and community capacities to play a proactive role in sustainable poverty reduction • Contextual and programming factors that facilitated or constrained UNDP contribution <p>Key questions</p> <ul style="list-style-type: none"> • What is the contribution of UNDP to strengthening national policy and institutional capacities in the LDCs to reduce poverty and inequality (rural as well as urban poverty reduction)? What are the factors that enhanced/constrained the contribution of UNDP programmes? Are there development situations where UNDP programme value is greater? What are the areas where UNDP had an advantage over other development actors (policy support, local /national level support, institutional strengthening/ technical support/specific development areas)? • What support did UNDP provided at the country level in enabling LDC graduation (policies/processes/ specific initiatives)? • Did UNDP adopt an appropriate strategy to respond to support partner governments in adopting sustainable development approaches to reducing poverty and inequality? • What is the contribution of UNDP to facilitating adoption and implementation of SDGs on poverty reduction and reducing inequality and related cross-cutting dimensions?

	<ul style="list-style-type: none"> • Did UNDP promote synergies within its programme areas to enable holistic poverty reduction strategies (for example, poverty reduction and environment management, climate change adaptation, disaster risk reduction and poverty reduction)? • What is the extent to which the objectives of the programmes were achieved given their relative importance to national efforts in reducing poverty and inequality? • Were adequate efforts made to promote gender equality and women’s empowerment as well as youth empowerment in poverty reduction policies, institutional processes and programmes? • Are the policies and practices supported by UNDP institutionalized/scaled up? What are the factors that facilitated or hindered adoption / scaling up of UNDP’s initiatives? • What emphasis is given to sub-national capacity needs? • What is the contribution of UNDP to strengthening civil society and community capacities? • What is the level of complementarity of global, regional and country programmes of UNDP? • What is the extent to which programme management processes facilitated the contribution of UNDP programmes? Are the management processes appropriate to respond to programme needs in LDCs?
Contribution to global and regional policy advocacy pertaining to poverty reduction and inequality	<p>What is judged?</p> <p>7. Contribution of UNDP to global and regional policy debates on poverty reduction in general and LDCs in particular</p> <p>Key questions</p> <ul style="list-style-type: none"> • What is the contribution of UNDP to global and regional policy debates and advocacy on poverty reduction and related SDGs? • What is the contribution of UNDP to poverty reduction debates on LDCs? What is the global/regional role of UNDP in identifying and promoting poverty reduction approaches and themes in LDCs? • What is the contribution of UNDP to global debates on resilience, in linking economic revitalization in crisis contexts to long-term development? • Does UNDPs engagement in global and regional debates build on its comparative advantage, in terms of county presence globally and long-term engagement in key development areas pertinent to poverty reduction? • What is the extent to which partnerships have been sought and established by UNDP to enhance global development policy discourse and advocacy on poverty reduction in LDCs?

<p>Convening role of UNDP in bringing together actors/parties together for more coordinated poverty reduction efforts</p>	<p>What is judged?</p> <p>8. Convening role of UNDP to enhance the contribution to poverty reduction in LDCs</p> <p>Key questions</p> <ul style="list-style-type: none"> • What is the convening role of UNDP at the global and country level to enhance poverty reduction outcomes? • What is convening role of UNDP in promoting integrated approaches to poverty reduction? • What is the global convening role of UNDP to inform LDCs related policies? • What is the contribution of UNDP to better position the UNDS to support SDG implementation?
<p>Enabling partnerships to accelerate development outcomes</p>	<p>What is judged?</p> <p>9. Partnerships UNDP established to enhance its contribution to poverty reduction</p> <p>10. Partnerships UNDP facilitated at the global, regional and country level to enhance poverty reduction outcomes and for sharing lessons</p> <p>Key questions</p> <ul style="list-style-type: none"> • To what extent have partnerships been sought and established by UNDP at global, regional and country level to enhance poverty reduction outcomes? • To what extent have partnerships been forged to sustain the contribution of UNDP programmes? • What is UNDP's support to engagement of countries in Istanbul Programme of Action? • Did the engagement of UNDP with UNCDF enhance contribution to development results at the country level, particularly in local development related employment generation? • Did joint UN efforts such as MAFs and MAPS improve sustainable development strategies at the country level? • What is the role of UNDP in facilitating poverty reduction related south-south and triangular cooperation among countries? Did UNDP contribute to knowledge facilitation for scalable south-south solutions? • Did UNDP engagement with civil society organizations contribute to enhanced development processes? • To what extent did UNDP leverage its global presence to develop programmatic partnerships?

Data collection methods

The evaluation will include multiple methods and will take an iterative approach to gathering various perspectives to measure UNDP performance. This evaluation will make use of a wide range of evaluative evidence, gathered from UNDP policy and programme documents, independent and quality-assessed decentralized evaluations, credible external reviews, and reports on UNDP performance. The evaluation team will likewise interview a wide range of stakeholders. The evaluation will include a multi-stakeholder consultation process, including a range of development actors at the country level (see below). Protocols will be developed for each method used to ensure rigor in data collection and analysis.¹⁸ Methods used by this evaluation are as follows:

- *Document review:* A wide range of strategy, guidance, and programme-specific documentation will be reviewed. The review will include data from the UNDP RBM system, the IRRF, and ATLAS. In addition to the IEO strategic plan evaluation, this evaluation will review the management analyses pertaining to poverty reduction since 2014, MTR of the Strategic Plan, (2016), analysis of Lessons Learned from ROARs, and Performance Factors Analysis. National development strategies, publications, and documents of national and international agencies at the country level, specifically on poverty reduction and sustainable development will be assessed as pertinent to specific analyses.
- *Meta-analysis* of the evaluations will be carried out on themes identified by the evaluation, which were conducted since the start of the Strategic Plan in 2014, as well as the management responses to these evaluations. Efforts will be made to quantify the findings to assess UNDP's performance across programmes related to poverty reduction across different development contexts. This analysis will consider all decentralized evaluations commissioned by UNDP programme units at the headquarters, regional and county levels and other credible evaluative evidence will also serve as important information sources.
- *The sub-thematic analysis* will be carried across regions, to understand programme contexts, approaches and outcomes, and a comparative analysis of actions and achievements under (see Figure for the sub-themes). The Regional Hubs (RHs) in Africa and Asia will be visited as part of the evaluation.
- *Desk studies* will be carried out for approximately 27 percent UNDP country programmes in the LDCs (13 out of 47 LDCs and three recently transitioned countries), to broaden the evaluative evidence of UNDP contribution and related processes, and to consider different LDC development and programming contexts. Independent country programme evaluation (ICPE) by IEO was conducted or is being conducted (in 2018) for the country programmes selected for desk studies.

¹⁸ The approach and methods used for the evaluations will be quality assured by the IEO International Advisory Panel.

- *Country case studies* will be carried out in 20 percent of the UNDP country programmes in LDCs (11 out of 47 LDCs), to provide in-depth insights into the contribution of UNDP support. The country case studies will cover Africa, Arab States, Asia and the Pacific, and the Caribbean. The country case studies are not intended to draw generalizations of UNDP's contribution but rather provide further insights into processes and outcomes, and factors impacting UNDP performance and contribution to poverty reduction. Country case studies will comprise a comprehensive analysis of the development context, analysis of relevant literature and data, analysis of government strategies, interviews with a range of development stakeholders, and cross-checking of data collected from different sources. The country case studies will cover the entire range of poverty reduction support of UNDP.
- *Interviews*, in-person, and long distance will be used to capture the views of an extensive array of stakeholders:
 - UNDP headquarters, RHs and CO management, and staff
 - Donor representatives in New York and/or their respective headquarters
 - Representatives of relevant UN programmes, funds and agencies
 - Executive Board members from each region
 - Multilateral and bilateral agencies and other development organizations
 - Representatives of international civil society organizations
 - Partner national governments
 - Multilateral and bilateral representatives based in programme countries
 - Private sector

Country programmes selection for data collection

UNDP has programmes in all the 47 LDCs and the three countries which graduated since 2010. This subset is 31 percent of 160 countries where UNDP has programme initiatives to support national development programmes and strategies. Identification of country studies and in-depth desk reviews is based on a preliminary analysis of 47 LDCs. After a preliminary analysis of country portfolios across the regions, the list of countries included for country case studies and desk studies is presented in Table 2. The selection of the country case studies and desk studies is based on their different country typologies (development, crisis, and transition countries; oil economy countries, Small Island Developing States). In addition to social and economic parameters, poverty reduction programme profile across various streams identified by the evaluation (viz., livelihood and growth, social protection, environment, climate change adaptation, economic revitalization in crisis contexts, and local development) determined country selection. The country selection represents the predominance of LDCs in Africa and Asia.

The country studies include countries where UNDP supported:

- a) Predominantly livelihood and growth initiatives, poverty reduction policies, and social protection although other dimensions such as environment and climate change related livelihood programmes or local development programmes is not significant;
- b) Environment and climate change related livelihood support;

c) A combination of programme streams, viz, livelihood and growth initiatives, local development related employment initiatives, and environment and climate change related livelihood support; and

d) Economic revitalization as part of crisis (conflict and disaster-related crisis) response and reconstruction

While initial portfolio analysis did not enable identification of programmes on innovation and new programme approaches such as impact investment, public-private partnerships, the evaluation will include such programmes given their emphasis in the Strategic Plan 2014-2017 as well as its salience in the new Strategic Plan 2018-2022.

Table 2: List of proposed country studies and in-depth desk reviews

Region	Country studies (including ICPEs underway in 2018)	In-depth desk reviews (including ICPEs conducted in 2014-2017).
Africa	<ul style="list-style-type: none"> • Ethiopia —Livelihoods, climate change management & adaptation, natural resource management • Senegal—Social protection • Malawi—Livelihoods, climate change adaptation • Uganda-Climate change adaptation, livelihoods • South Sudan— Economic revitalization 	<ul style="list-style-type: none"> • Angola (ICPE 2018)—Energy, natural resource management • Comoros (ICPE 2018) —Climate change adaptation, livelihoods • Equatorial Guinea** (ICPE 2016) Climate risk mitigation, MDG/SDG • Mali (ICPE 2018) —Service delivery, social protection, livelihoods • Madagascar (ICPE 2018)- Natural Resource Management • Rwanda (ICPE 2017) — Livelihoods • Sao Tome Principe (ICPE 2015) — Service delivery • Togo (ICPE 2017) — Natural resource management, service delivery
Arab region	<ul style="list-style-type: none"> • Sudan—Economic revitalization, livelihoods • Djibouti— MDG/SDG and Climate change adaptation 	--

Asia and the Pacific	<ul style="list-style-type: none"> • Cambodia— Climate change adaptation, livelihoods, natural resource management • Lao PDR— Service delivery, climate change management & adaptation, natural resource management • Samoa⁺⁺—Climate change management & adaptation, livelihoods 	<ul style="list-style-type: none"> • Afghanistan (ICPE 2018) — Economic revitalization, service delivery, women's economic empowerment • Bhutan (ICPE 2017) — Climate change adaptation • Timor-Leste (ICPE 2018) — Climate change adaptation, service delivery, livelihoods • Maldives⁺⁺ — Climate change adaptation & management • Bangladesh— Livelihoods, climate risk management, service delivery
The Caribbean	<ul style="list-style-type: none"> • Haiti— Livelihoods, economic revitalization, govt. capacity building 	--
<p>++ UNDP programmes in countries recently graduated from LDC status (Equatorial Guinea, Maldives, Samoa) are also included in the assessment</p>		

Data analysis methods

Approach to weighted scoring

The evaluation will use a system of weighted scoring for standardizing assessments. The scoring will be carried out for the programmes implemented at the global, regional and country level, for the five criteria: positioning of UNDP's support, national capacity development, global and regional policy advocacy, convening role and enabling partnerships. Disaggregated scoring will apply to analysis of output, immediate and intermediary outcome levels, for a more realistic assessment of UNDP's contribution to poverty reduction. The scoring will be carried out for the evaluation questions and judgment criteria presented in Table 1. The scoring will include context factors in scoring UNDP's programme performance. The weighting for the judgment criteria presented in Table 3 will be finalized after piloting. Criteria will be rated on a four-point scale.

4= Excellent. A rating of this level means that outcomes exceed expectations.

3 = Good. A rating of this level is used when there are some limitations in the contribution of UNDP programmes that prevented an 'Excellent' rating, but there were no major shortfalls. Overall, the assessment is substantially positive, and problems were small relative to the positive findings.

2 = Modest. A rating of this level is used when significant shortfalls are identified, but there were also some positive findings. Overall the assessment is less positive.

1= Poor. A rating of this level means that the contribution of UNDP programme faced severe constraints and negative assessment outweighs any positive achievements.

Table 3: Evaluation criteria and weights

Evaluation criteria	Weight (%)
Positioning UNDP	20
National capacity development	30
Convening role	10
Global and regional policy advocacy	20
Enabling partnerships	20
Total	100

The evaluation assigns different weights to each criterion (Table 3). Weights are assigned to the set of evaluation questions in each criterion aggregating to 100 percent. Before finalizing the questions and weights, it will be piloted for any inconsistencies. Multiplying the individual evaluation scores by the weight and aggregating the results yielded the overall scores for rating contribution. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to quantify judgments entirely.

Data analysis rubric

A data analysis rubrics will be used for analyzing data collected using different methods. The rubric will enable using evidence from different sources in a more objective manner. In addition, for a systematic assessment of integrated programming a rubric will be used to analyse the strength of programming in different areas that contribute to poverty reduction in a holistic will be used.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office	<ul style="list-style-type: none"> • Will manage the evaluation process, constitute a quality assurance system, and provide administrative and substantive backstopping support. IEO will coordinate and liaison with concerned agencies at headquarters, regional institutions, and UNDP management and programme units. It will also ensure that evaluations are conducted in accordance with the Code of Conduct for Evaluation in the United Nations System, as approved by the members of the United Nations Evaluation Group.
IEO Lead Evaluator	<ul style="list-style-type: none"> • Will manage the overall evaluation and ensure its smooth conduct. The Lead Evaluator will take a lead role during all phases of the evaluation and coordinate the work of all other team members; will ensure coordination and liaison with the headquarters bureaux, the regional hubs, and country offices. The Lead Evaluator has the specific responsibility of designing the evaluation, overall analysis, and drafting the synthesis report.
External Consultants	<ul style="list-style-type: none"> • IEO will be supported by a team of external consultants in various tasks of the evaluation. IEO will recruit all team members, who must possess educational qualifications in social sciences or related disciplines as well as expertise in poverty reduction related areas and programming in LDCs. The team will have a good understanding of development processes at the country level.
Researcher	<ul style="list-style-type: none"> • Will support the evaluation team in conducting background research and documentation as necessary.
IEO Programme Associate	<ul style="list-style-type: none"> • Will be assigned to provide logistical support throughout the evaluation.
Regional Bureaux, the Bureau for Policy and Programme Support in New York, Regional Hubs in the four regions, Global Policy Centres in Brazil and Nairobi, and COs	<ul style="list-style-type: none"> • Will support the evaluation by providing the necessary information and documents requested by the IEO and the evaluation team. A substantive focal point will be identified for each programme unit. The focal point will provide the necessary information, and in collaboration with the Evaluation Manager, will facilitate meetings with the UNDP partners and programme stakeholders.
UNDP management	<ul style="list-style-type: none"> • Has the responsibility of reviewing drafts of the Terms of Reference (TOR) and evaluation report, in addition to ensuring timely availability of finance and programme information.
IEOs International Evaluation Advisory Panel	<ul style="list-style-type: none"> • Will provide guidance on the overall design of the evaluation as set out in the TOR and Inception Report and provide a substantive review of the draft evaluation report.
External poverty and LDCs expert advisors	<ul style="list-style-type: none"> • Two External poverty and LDCs expert advisors (to be identified) will provide technical advice at critical junctures of the evaluation.
Executive Board	<ul style="list-style-type: none"> • The evaluation will also be discussed at informal and formal meetings of the Executive Board, specifically for the presentation of the final draft prior to the First Regular Session of the Executive Board in January 2019.

8. TIMEFRAME

The evaluation will be presented to the first regular session in January 2019 and prior to that at an informal Executive Board session in November 2018. This requires report completion (following all review processes) by mid-September 2018, to comply with Executive Board secretariat deadlines and allowing ample time for UNDP preparation of its management response. A draft report will be shared with UNDP Management and programme units by mid-August 2018. Tentative milestones are presented in Table 4.

Table 4: Evaluation Timeframe

Preparatory work	Activity	Deadline
	ToR preparation	December 2017-January 2018
	Establish External Advisory Panel and Technical Advisory Panel	January 2018
	Draft TOR (Reviewed by IEO Directorate, EAP)	30 January 2018
	Evaluation Launch, Share TOR with UNDP management	31 January 2018 (Last week)
	Recruit evaluation team members	March 2018
Implementation	Data collection (Desk studies, case studies, thematic analysis)	March –May 2018
Analysis, report completion, and dissemination	Analysis and synthesis	June 2018
	Initial findings workshop for UNDP management	Mid -July 2018
	First draft report for UNDP mgmt. review	First week- August 2018
	Revision of first draft report and report finalization	Mid -September 2018
	Executive Board informal briefing on draft findings, conclusions, and recommendations	November 2018
	Final report submitted to UNDP Management	Mid-September 2018
	Executive Summary submitted to Executive Board Secretariat	Mid-September 2018
	Executive Board formal presentation of conclusions and recommendations	January 2019

9. EVALUATION TEAM

The IEO will conduct the evaluation and has the overall responsibility for the conceptualization and design of the evaluation, managing the evaluation process and producing a high-quality final evaluation report. IEO Evaluation Manager will lead this process. IEO will be supported by a team of external consultants for specific areas of the evaluation.

IEO will recruit all team members, who must possess educational qualifications in social sciences or related disciplines. The team members will have the expertise and prior work experience in poverty reduction and related areas, sustainable development approaches, and development issues in the LDC context; and will have a good understanding of development processes at the country level.

10. EVALUATION OUTPUTS

The main deliverables of the evaluation are:

- A comprehensive (synthesis) evaluation report covering the issues outlined in the terms of reference. The synthesis report will include an executive summary that highlights findings, conclusions, and recommendations.
- Executive Board paper comprising key findings, conclusions, and recommendations
- Methodology paper
- Summary of the evaluation report

ANNEX 1: TOTAL LDCs EXPENDITURES ON POVERTY REDUCTION PROGRAMMES

Outcome	Output	Total expenditure (2014-17) US\$	% Poverty reduction & social protection portfolio*	% of overall LDC expenditure	Comments
Outcome 1	Output 1.1	345,332,138	21%	6%	
	Output 1.2	178,105,753	11%	3%	It includes many livelihood projects which will be separated from social protection policies, schemes, and services.
	Output 1.3	121,481,641	7%	2%	
	Output 1.4	182,083,348	11%	3%	All projects on climate change adaptation will be included, those on climate mitigation will not be included.
	Output 1.5	66,522,524	4%	1%	All projects on modern energy access will be included. For projects on energy efficiency, only those that provide job training will be considered
Outcome 2	Output 2.5	65,624,476	4%	1%	Projects related to climate change adaptation, livelihood generation and increasing community resilience will be included.
Outcome 3	Output 3.2	171,451,879	10%	3%	Projects on local economic development that creates employment and service delivery projects where UNDP is involved in procurement will be included
Outcome 4	Output 4.1	11,341,232	1%	0%	
Outcome 5	Output 5.2	61,245,224	4%	1%	Projects on climate change adaptation, livelihood generation and increasing community resilience will be included.
	Output 5.3	22,767,346	1%	0%	
Outcome 6	Output 6.1	386,182,728	23%	7%	
Outcome 7	Output 7.1	11,220,545	1%	0%	
	Output 7.2	12,387,864	1%	0%	
	Output 7.3	27,709,642	2%	0%	
	Output 7.8	17,502,581	1%	0%	
Total		1,680,958,919		30%	
Note: The expenditures include three countries that graduated to MIC status recently. The countries include Equatorial Gini, Maldives, Samoa					

ANNEX 2: EXPENDITURES IN LDCs BY STRATEGIC PLAN OUTPUT

	LDC Expenditure by output	Total LDC expenditure (2014-17)	% of LDC expend.	% of overall UNDP expenditure
Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	345,332,138	6%	
	Output 1.2. Options enabled and facilitated for inclusive and sustainable social protection	178,105,753	3%	
	Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.	121,481,641	2%	
	Output 1.4. Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented	182,083,348	3%	
	Output 1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)	66,522,524	1%	
	Total	893,525,403	16%	5.7%
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	Output 2.1. Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation, and representation, including for peaceful transitions	523,548,511	9%	
	Output 2.2. Institutions and systems enabled to address awareness, prevention, and enforcement of anti-corruption measures across sectors and stakeholders	70,274,799	1%	
	Output 2.3 Capacities of human rights institutions strengthened	57,566,163	1%	
	Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development	40,250,240	1%	
	Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity, and ecosystems, in line with international conventions and national legislation	65,624,476	1%	
	Output 2.6. Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice)	32,317,810	1%	
	Total	789,581,999	14%	5.0%
Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services	Output 3.1. Core functions of government enabled to ensure national ownership of recovery and development processes	75,379,588	1%	
	Output 3.2. Functions, financing, and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public	171,451,879	3%	
	Output 3.3. National institutions, systems, laws, and policies strengthened for equitable, accountable and effective delivery of HIV and related services	550,754,745	10%	
	Output 3.4. Functions, financing, and capacity of the rule of law institutions enabled, including to improve access to justice and redress	135,945,358	2%	
	Output 3.5. Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence	1,853,405,300	33%	
	Total	2,787,267,386	50%	17.7%

	LDC Expenditure by output	Total LDC expenditure (2014-17)	% of LDC expend.	% of overall UNDP expenditure
Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment	Output 4.1. Country-led measures accelerated to advance women's economic empowerment	11,341,232	0%	
	Output 4.2. Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV)	17,607,818	0%	
	Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment	6,096,139	0%	
	Output 4.4. Measures in place to increase women's participation in decision-making	4,466,532	0%	
	Total	39,511,720	1%	
Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change	Output 5.1. Mechanisms in place to assess natural and man-made risks at national and sub-national levels	46,837,609	1%	
	Output 5.2. Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels	61,245,224	1%	
	Output 5.3. Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g. water, agriculture, health and education)	22,767,346	0%	
	Output 5.4. Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community	67,382,115	1%	
	Output 5.5. Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions	59,198,116	1%	
	Output 5.6. Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes	68,642,155	1%	
	Total	326,072,564	6%	
Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings	Output 6.1. From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women	386,182,728	7%	
	Output 6.2. National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts	218,941,889	4%	
	Output 6.3. Innovative partnerships are used to inform national planning and identification of solutions for early recovery			
	Output 6.4. Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development	80,993,046	1%	
	Total	686,117,664	12%	4.3%
Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent	Output 7.1. Global consensus on completion of MDGs and the post 2015 agenda informed by contributions from UNDP	11,220,545	0%	
	Output 7.2. Global and national data collection, measurement and analytical systems in place to monitor progress on completion of MDGs and the post 2015 agenda and sustainable development goals	12,387,864	0%	
	Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient	27,709,642	0%	

	LDC Expenditure by output	Total LDC expenditure (2014-17)	% of LDC expend.	% of overall UNDP expenditure
with our engagement principles	Output 7.4. Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing	20,240,960	0%	
	Output 7.5. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions	2,982,338	0%	
	Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements	4,989,870	0%	
	Output 7.7. Mechanisms in place to generate and share knowledge about development solutions	9,257,442	0%	
	Output 7.8. Governance institutional and other critical bottlenecks addressed to support achievement of the MDGs and other internationally agreed development goals	17,502,581	0%	
	Total	106,291,241	2%	0.7%
Grand Total		5,628,367,976		
Note: The expenditures include three countries that graduated to MIC status recently. The countries include Equatorial Gini, Maldives, Samoa				

ANNEX 3: POVERTY REDUCTION PROGRAMMES EXPENDITURES ACROSS COUNTRIES

S.no	Country	Total Expenditure USD (2014-17)	% of poverty reduction &SP portfolio	Output areas with the largest expenditure
1	South Sudan, Republic of	196,405,590	12%	Economic revitalization
2	Senegal	146,711,226	9%	Social protection
3	Afghanistan	122,258,906	7%	Economic revitalization, service delivery, women's economic empowerment
4	Bangladesh	97,973,117	6%	Livelihoods, climate change management, natural resource management, service delivery
5	Mali	97,260,919	6%	Service delivery, social protection, livelihoods
6	Ethiopia	81,156,125	5%	Livelihoods, climate change adaptation, natural resource management
7	Yemen	71,824,111	4%	Economic revitalization
8	Democratic Republic of Congo	63,567,728	4%	Livelihoods, climate change adaptation
9	Sudan, Republic of the	49,016,394	3%	Economic revitalization, livelihoods
10	Guinea	47,611,836	3%	Livelihoods, climate change adaptation, energy
11	Nepal	47,589,436	3%	Livelihoods, service delivery
12	Haiti	41,795,646	2%	Livelihoods, economic revitalization, govt. capacity building
13	United Republic of Tanzania	39,206,376	2%	Natural resource management, energy
14	Benin	37,616,409	2%	Natural resource management, livelihoods
15	Eritrea	34,285,371	2%	Livelihoods, service delivery, social protection
16	Burkina Faso	34,030,751	2%	Climate change adaptation, natural resource management, govt. capacity building
17	Burundi	24,266,575	1%	Livelihoods, social protection
18	Angola	24,231,624	1%	Energy, natural resource management
19	Samoa	24,085,188	1%	Climate change adaptation, livelihoods
20	Somalia	23,626,169	1%	Service delivery, economic revitalization, climate change adaptation
21	Cambodia	22,161,488	1%	Climate change adaptation, livelihoods, natural resource management
22	Gambia	22,087,505	1%	Climate change adaptation, natural resource management, livelihoods
23	Togo	21,578,807	1%	Natural resource management
24	Lao PDR	21,414,908	1%	Service delivery, climate change adaptation, natural resource management
25	Malawi	21,146,610	1%	Livelihoods, climate change adaptation
26	Comoros	20,288,121	1%	Climate change adaptation, livelihoods
27	Djibouti	19,165,658	1%	MDG/SDG, climate change adaptation

S.no	Country	Total Expenditure USD (2014-17)	% of poverty reduction & SP portfolio	Output areas with the largest expenditure
28	Bhutan	17,708,552	1%	Climate change adaptation
29	Chad	16,865,591	1%	Livelihoods
30	Zambia	16,128,996	1%	Natural resource management, climate change adaptation, service delivery
31	Liberia	13,807,442	1%	Livelihoods, climate change adaptation
32	Central African Republic	13,370,591	1%	Natural resource management, govt. capacity building
33	Myanmar	13,259,883	1%	Climate risk mitigation, service delivery, MDG/SDG
34	Equatorial Guinea	12,858,860	1%	Climate risk mitigation, MDG/SDG
35	Sao Tome and Principe	12,338,382	1%	Service delivery
36	Timor-Leste	12,126,400	1%	Climate change adaptation, service delivery, livelihoods
37	Sierra Leone	11,880,732	1%	Livelihoods, social protection, climate change adaptation
38	Niger	11,729,599	1%	Climate change adaptation, livelihoods, natural resource management
39	Guinea-Bissau	11,679,814	1%	Livelihoods, climate change adaptation
40	Rwanda	11,275,278	1%	Livelihoods
41	Mozambique	11,231,813	1%	Natural resource management, climate change adaptation
42	Maldives	8,578,297	1%	Climate change adaptation & management
43	Uganda	8,318,351	0%	Climate change adaptation, livelihoods
44	Tuvalu	8,026,477	0%	Livelihoods, climate change adaptation, natural resource management
45	Lesotho	6,418,921	0%	Service delivery, climate risk management
46	Madagascar	5,831,810	0%	Natural resource management
47	Mauritania	4,156,305	0%	Climate change adaptation, economic revitalization
48	Kiribati	1,004,231	0%	Livelihoods, natural resource management
	Total	1,680,958,919		