Annex. Key evaluation recommendations and UNDP management response

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| **Recommendation 1.**  **UNDP should consider a more consistent engagement in a set of poverty reduction subthemes. While engaging different types of programme support, UNDP country programmes should make a distinction between demand-driven services and programmatic engagement, with adequate emphasis on the latter.** | | | | |
| **Management response:**  UNDP appreciates the complexity of developing a consolidated offer on poverty eradication that can meet the needs of a diverse set of countries such as the LDCs. For UNDP, programming and prioritization on the ground are primarily informed by countries’ demands and directly guided by their national development plans, the 2030 Agenda and the principle of leaving no one behind.[[1]](#footnote-1) Regional and country programmes are always based on comprehensive context analysis, the comparative advantages of UNDP and robust theories of change and are in alignment with the Strategic Plan and the 2030 Agenda. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Status** | **Comments** |
| * 1. Develop a common narrative to support poverty eradication efforts in LDCs, including guidance, good practices and tools to promote integrated, inclusive policy approaches that better balance environmental concerns with socioeconomic and political priorities | December 2019 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | UNDP’s [2019 Human Development Report (Beyond income, beyond averages**,**beyondtoday: Inequalities in human development in the 21st century)](http://hdr.undp.org/sites/default/files/hdr2019.pdf) provides a framework to think about human development based on an enhanced capabilities approach – focusing on the next generation of inequalities that will be affected by climate change and digitalization. UNDP partnered with the [World Inequality Lab](https://wid.world/world-inequality-lab/), which hosts the world inequality database, to develop inequality measurements across countries and over time.  UNDP’s Social Protection 2.0 Offer was finalized in 2020 [(Beyond Recovery: Towards 2030)](https://www.undp.org/content/undp/en/home/librarypage/hiv-aids/beyond-recovery--towards-2030.html) and socialized with 67 Country Offices, with special focus on LDCs. UNDP continues to monitor closely the Covid-19 socio-economic impacts on poverty levels in LDCs globally, focusing on the status of vulnerable and marginalized groups. Globally, UNDP engaged in the preparation of 144 UN Socio-economic Impact Assessments supported across 97 countries and five regions and 119 UNCT socio economic response plans supported in 137 countries in collaboration with the broader UN system. Specific country reports on the socio-economic impacts, vulnerability and risks in LDCs have been prepared (Angola, Bhutan, Burkina Faso, Burundi, Central African Republic, Chad, Comoros, Congo, Eritrea, Ethiopia, Gambia, Guinea, Guinea Bissau, Madagascar, Malawi, Mozambique, Myanmar, Niger, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Uganda, and Yemen). Other impact assessments are underway ([more information](https://www.undp.org/content/undp/en/home/coronavirus/socio-economic-impact-of-covid-19.html)).  More will be done in 2021 to align the priorities of LDCs with the COVID-19 recovery and the 2020 QCPR Resolution, in particular with the efforts under UNDP’s new Strategic Plan (2022-2025) and the new narrative for the next generation Signature Solution 1 on Poverty and Inequality to be released in September 2021. |
| * 1. Support LDCs with capacity-building and tools for prioritized Sustainable Development Goal-based planning, budgeting and financing for development, data and statistics for robust monitoring and evaluation, including capacity development of provincial and local governments in Goal-based planning and budgeting | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | UNDP launched a new [COVID-19 Data Futures Platform](https://data.undp.org/) – an open access and interactive platform that pulls data from the UN, non-profits, academia, private sector partners, development partners and countries around the world. The platform is a collection of data, analysis, visualizations, insights, and interactive tools that support strategic decision-making and capacity-building. It enables simulations for users to visualize the impacts of various socio-economic policies and interventions across the globe.  During the pandemic, women have lost more jobs, shouldered a greater share of unpaid work, and suffered a surge in domestic violence. UNDP and UN Women’s [COVID-19 Global Gender Tracker](https://eur03.safelinks.protection.outlook.com/?url=http%3A%2F%2Fr20.rs6.net%2Ftn.jsp%3Ff%3D0015MUAk-1bWtHsSVvXBfbGimpqOrLWIX0i83KhLKnOXenRQTQWLTqwXxX-Tt5hVCBLK4fm4roPXI7fuiuUdszV9FCZTblHVFe9IXzhflb0g-yDhreIpC-ea4RjuUUVol2YqgzgPJNoxY5mt55Ja5jCfJnTabMzlkWO1iVrT9eduvNZ1uwjLJhJjpDe_NR_LpZP-X4kEkmuKVwiIzfci0-SZkiI0tS8vWFChePo5SCG1GJeyxLFjRmJ3j55YZ7h_XINyx_-hK5o803WkmabUBvEITEMZh3TLilsj57AIUSKr5K8pCdchNFzyD9DtfXyyy0HnkYOYoKA9MQi0lWfSerUjoA69cyw2uOnWfCK_G1JEEt9fek5OJQMiFCb-1nr0I8eQQClxdswDXj-X3Q-3Rr9k_xz-UetJhNBH-_Z8rHyX00z_GhloJKGUJvIyD53stVDoc1HWwc_JYrAf0Erc1IkybOXnRtG0Ds2nV8lKh7LYnAYG-pefkNtNIN-xcY_scrbENtiamI7IJRMpKUv4PSwmWRL_Ad-nU8tA9yJvEAFBe3PDgGvsf7xzahkqwTYc7yQ0MrAzrFlKZh16eS8tnQw5axBSs8zXUJ5kioiSwm05naEsa1LjJOe1qBQb7DcGD62Ep1QZ61yFJHz38eQIJyM5CBlynlp2oOxbaoqiBXgUBgRr_6s-7QKUAuB9domi9I42R-Qf2vwEGhNhNIIN9Oxtg%3D%3D%26c%3DcPcZpDo35Zlb1MtJP8xQR0NezHjE9rviWsDORYIXWdZMDW3w_s8kOw%3D%3D%26ch%3Ducrt-QwM_5tYvKTkDdXKEhXfiap7z3Yx0A1ii7qLc4CZaEVi5LYA4A%3D%3D&data=04%7C01%7Crenata.rubian%40undp.org%7Cbbbfc6826c6b4fe1515308d892464a0c%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637420178950311946%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=Y%2F1WzwpSP2iqFkpgS6zOxfjJ3xCvNGexjA7QM%2FFluwM%3D&reserved=0) shows that some countries are including gender as part of their pandemic response efforts, including to tackle gender-based violence (GBV).  [Digital collaboration platform SparkBlue](https://www.sparkblue.org/) developed and enhanced,anchoring the integration portfolio, which serves several agencies and member states to conduct strategic consultations, drive learning and insights on connected challenges with multiple stakeholders.  To overcome service delivery challenges, [the Government of Malawi and UNDP have designed a dashboard](https://sdgintegration.undp.org/countries/malawi) that will eventually allow district councils to continually collect data, evaluate data and coordinate service delivery based on real-time information. The dashboard colour codes villages to geographically illustrate communities suffering from multiple off-track SDGs, such as malnutrition, access to clean water, and food insecurity - so called 'hotspots'. As a result of SDG dashboard computations, service delivery can be better targeted and prioritised to the hotspots areas, where people are most at risk of being left behind. The hotpots initiative could also integrate village level aggregated multi-dimensional poverty index (MPI) values for visualisation by the SDG dashboard. |
| * 1. Undertake an analysis of multidimensional poverty eradication areas to be prioritized for medium- to long-term engagement for the preparation of UNDAFs and Common Country Assessments in LDCs, to enable country offices to incorporate substantive programmatic engagement in future programmes with potential for scaling-up | December 2019 | Bureau for Policy and Programme Support  Regional bureaux | Completed. | Capacity of COs and countries enhanced with tools for multidimensional poverty measurement (MPI). The following two publications provide evidence-based conclusions that can inform medium to long-term priorities in LDCs: (1) UNDP and OPHI, University of Oxford (June 2019), [Illuminating Inequalities](http://hdr.undp.org/en/2019-MPI); (2) UNDP and OPHI, University of Oxford (June 2020), [Charting pathways out of multidimensional poverty: Achieving the SDGs](http://www.hdr.undp.org/en/content/2020-global-multidimensional-poverty-index-mpi).  Relevant findings in 2020 include: The countries with the fastest reduction in MPI in absolute terms were Sierra Leone, Mauritania and Liberia, followed by Timor-Leste, Guinea and Rwanda. In 14 countries in SSA, the number of multidimensionally poor people increased, even though their MPI value decreased, because of population growth.  Simulations based on different scenarios, suggest that progress across 70 developing countries could be set back 3-10 years due to COVID-19.  84.2% of multidimensionally poor people live in rural areas, where they are more vulnerable to environmental shocks. SSA African countries have the highest percentages of people who are multidimensionally poor and deprived in years of schooling (Niger, Burkina Faso, South Sudan, Chad and Ethiopia) and school attendance (South Sudan, Burkina Faso, Niger, Chad and Mali). In Haiti, with the highest percentage of people who are multidimensionally poor and deprived in years of schooling in Latin American and the Caribbean (22.8%), rural women face more disadvantage than their male counterparts, and the differences by sex are higher (by about 2 years) among the non-poor and vulnerable groups. Environmental deprivations are most acute in Sub-Saharan Africa: at least 53.9% of the population (547 million people) is multidimensionally poor and faces at least one environmental deprivation. Environmental deprivations are also high in South Asia: at least 26.8% of the population (486 million people) is multidimensionally poor and lacks access to at least one of the three environment indicators.  There is a strong positive association between employment in agriculture and multidimensional poverty, particularly in Sub-Saharan Africa. Agricultural employment may not help reduce poverty in these countries without additional pro-poor policy interventions. |
| **Recommendation 2.**  **UNDP should better define for government counterparts the poverty reduction areas where it intends to stake out a strong technical support role and detail the substantive tools and solutions it can provide for sustainable income generation and livelihoods.** | | | | |
| **Management response:**  Signature solution 1, keeping people out of poverty, addresses interconnected social, economic and environmental challenges faced by the poor and vulnerable by focusing on determinants of both exiting poverty and falling back into poverty. Sustainable development pathways, inclusive markets, aid for trade, extractive industries and building institutional and national capacities all contribute to these objectives. Chapter V of the management response highlights areas where UNDP expects to play a strong technical support role. | | | | |
| 2.1 Tailored innovative and integrated solutions on poverty eradication developed and applied to LDCs through accelerator labs | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | [Accelerator Labs](https://acceleratorlabs.undp.org/) aimed at connecting partners to test new approaches and identify locally sourced solutions at scale across a cohort of 32 Labs in LDCs, and to introduce experimentation into policymaking and public innovation. The following LDCs have a Lab: Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Cambodia, Chad, Democratic Republic of Congo, Eritrea, Ethiopia, Guinea, Guinea-Bissau, Haiti, Lao People’s Democratic Republic, Lesotho, Malawi, Mali, Mauritania, Myanmar, Nepal, Niger, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, Sudan, Timor-Leste, Togo, Uganda, United Republic of Tanzania and Zambia.  For example, the [**Ethiopia**](https://www.et.undp.org/content/ethiopia/en/home/blog/2020/AcceleratorLabBlog.html)**Accelerator Lab** is using foresight to map out the longer-term social and economic impacts of COVID-19 and their relation to the rural agricultural economy, jobs and incomes, and protecting and restoring MSMEs. In the [Democratic Republic of Congo (DRC)](https://acclabs.medium.com/an-atlas-of-local-solutions-in-democratic-republic-of-congo-af1e003d5545), the UNDP Accelerator Lab is building an Atlas of Local Solutions database, which highlights an array of grassroots solutions from citizens and local innovators, from training farmers to use bamboo ovens due to the shortage of electricity to installing portable freezers in canoes to enable fishermen to deliver fresh fish to markets, that can be scaled to meet critical development challenges. In [Nepal](https://www.np.undp.org/content/nepal/en/home/presscenter/articles/2019/extending-partnership-with-kathmandu-metropolitan-city.html), the UNDP Accelerator Lab is partnering with the Kathmandu Metropolitan City to pilot the Kathmandu Business Hub (K-Hub) initiative, which serves as a platform to tackle youth unemployment by providing an ecosystem for startups and youth entrepreneurs to accelerate their ideas on business and entrepreneurship to create jobs. In [Benin](https://pnudbenin.medium.com/le-laboratoire-dacc%C3%A9l%C3%A9ration-du-pnud-%C3%A0-l-%C3%A9cole-des-mara%C3%AEchers-au-b%C3%A9nin-830d63fd5c85), the UNDP Accelerator Lab is working with market gardeners to test local solutions in agriculture to control crop diseases and increase access to credit and income generation opportunities by creating village savings and credit associations.  In [South Sudan](https://www.ss.undp.org/content/south_sudan/en/home/presscenter/Blogs/financial-literacy-entrepreneurship-south-sudan-accelerator-lab.html), the Accelerator Lab is tracking the impact of financial literacy and mobile banking to boost the abilities of local entrepreneurs to weather financial shocks and increase their savings through improved money management skills. 400 women and adolescents from vulnerable groups participated in the training program, which empowers entrepreneurs to start businesses, and will receive a seed-capital micro-grant and form Savings and Internal Lending Communities (SILC) groups.  In [Mali](https://www.ml.undp.org/content/mali/fr/home/blog/2020/quelles-solutions-innovantes-pour-promouvoir-une-economie-circul.html), the UNDP Accelerator Lab is pioneering the “Bamako without plastic waste” initiative to map solutions and find innovative approaches to managing and recycling plastic waste, while creating market value and jobs to support income generation. |
| 2.2 Support the development of a “leave no one behind” framework and tools to help United Nations Country Teams implement said framework | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | UNDP directly collaborated in the preparation of the  [UNSDG Operational Guide for UNCTs on Leaving No One Behind](https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams-interim-draft), which provides a framework for: (i) operationalizing the LNOB pledge to leave no one behind using a step-by-step approach; (ii) adapting and employing relevant tools from across the UN System to assess who is left behind and why; sequencing & prioritizing solutions; tracking and monitoring progress; and ensuring follow-up and review; and (iii) integrating this methodology into UN programming and policy support for Member States. The Guide provides a step-by-step approach to operationalizing Member States’ pledge to leave no one behind and reach the furthest behind first.  It builds on the CEB-endorsed Equality and Non-Discrimination at the Heart of Sustainable Development: a Shared UN Framework for Action, UNSDG programming principles including the Human Rights-Based Approach to Development, and UNSDG guidance and tools to support SDG achievement (eg. MAPS). |
| 2.3 Advance thought leadership on frontier development issues critical for addressing poverty and inequality | December 2021 | Bureau for Policy and Programme Support  Human Development Report Office  Regional bureaux  Country offices | Completed. | UNDP has launched the [**Development Futures Series: analysis and practical insights for the future of sustainable development.**](https://www.undp.org/content/undp/en/home/global-policy-network/undp-development-futures-series.html)These policy brief and working paper series ‘Development Futures,’ provide new information, analysis, and policy recommendations on the top development issues of today—and tomorrow.  The briefs and working papers are penned by UNDP staff from around the world sharing evidence and insights that are grounded in deep study, data and practice.  UNDP’s [2019 Human Development Report (Beyond income, beyond averages, and beyond today: Inequalities in human development in the 21st century](http://hdr.undp.org/sites/default/files/hdr2019.pdf)) provides a framework to think about poverty, inequality and human development based on an enhanced capabilities approach.  The 30th anniversary edition of the HDR, [The Next Frontier: Human Development and the Anthropocene](http://hdr.undp.org/sites/default/files/hdr2020.pdf), introduces an experimental new lens to its annual Human Development Index (HDI).The report provides a global index on human progress that illustrates the challenge of tackling poverty and inequality while easing planetary pressure, by reducing countries’ carbon dioxide emissions and material footprint.  UNDP’s technical paper on **“**[**Temporary Basic Income: Protecting Poor and Vulnerable People in Developing Countries**](https://www.undp.org/content/undp/en/home/librarypage/transitions-series/temporary-basic-income--tbi--for-developing-countries.html)**”**, provided estimates of a minimum guaranteed income above the poverty line, for vulnerable people in 132 developing countries. UNDP’s Temporary Basic Income [simulator](https://data.undp.org/content/tbi/) shows how much it would cost to lift the vulnerable out of poverty in 132 countries. A smart combination of integrated policy solutions – be it TBI, UHC and removal of fossil fuel subsidies – may deliver greater results to accelerate progress on the SDGs.  UNDP and Pardee Center (University of Denver) have simulated the [pathway scenarios of the pandemic’s impact on the SDGs](https://sdgintegration.undp.org/accelerating-development-progressduring-covid-19). The study includes an SDG Push Scenario to illustrate the types of investments necessary to accelerate progress by 2030 – including increased governance efficiency, behavioral changes (production and consumption), and big investments (digitalization and green recovery). |
| **Recommendation 3.**  **UNDP should demonstrate global leadership in the development and use of multidimensional poverty indices.** | | | | |
| **Management response:**  The Human Development Reports were first published in the late 1980s when it became clear that progress was not defined by income growth alone, but by the ability of people to live the lives they value. Going forward, UNDP will continue to forge closer collaboration with the United Nations system and other partners to strengthen the capacities of national statistical institutions to implement, monitor, track and report on Sustainable Development Goal achievement. For example, UNDP is working with UNICEF and the World Bank to jointly support monitoring and reporting of Goal indicator 1.2.2 on national multidimensional poverty. UNDP has also entered into a series of partnerships with leading institutions to address poverty and inequality. | | | | |
| 3.1 Roll out the multidimensional poverty index methodology, including a national handbook on multidimensional poverty indices to improve the capacities of LDCs | December 2021 | Human Development Report Office  Bureau for Policy and Programme Support | C | UNDP and the Oxford Poverty and Human Development Initiative (OPHI), University of Oxford, launched the [Handbook on How to build a national multidimensional poverty index](https://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/how-to-build-a-national-multidimensional-poverty-index.html) (July 2019), which provides practical guidance for policymakers, statisticians, practitioners and others seeking or engaged in developing a national Multidimensional Poverty Index (MPI). The handbook elaborates the benefits of developing an MPI; illustrates the political process of establishing an MPI including generating public awareness and political support needed; describes the technical process of building and analyzing an MPI from start to finish; describes some of the potential uses of a national MPI to guide and monitor policy; provides an option for monitoring SDG Indicator 1.2.2 on multidimensional poverty according to national definitions; and provides examples based on countries’ experiences. The Handbook was rolled-out to countries (available in English, French and Spanish). [Information on the launch event during the 2019 High-Level Political Event (HLPF) is available here.](https://www.undp.org/content/undp/en/home/news-centre/news/2019/undp-and-ophi-launch-handbook-on-building-national-multidimensio.html)  A second Handbook on the policy application of MPI is being developed and will be rolled-out in 2022.  COMPLETED |
| 3.2 Develop guidance for a new generation of Human Development Reports, which is aligned with the 2030 Agenda | December 2019 | Human Development Report Office  Regional bureaux  Country offices | CC | UNDP’s Human Development Report Office has prepared guidance to support countries to: (1) Prepare agile, timely analytical national human development papers to inform debate and decision making. Such policy papers could be considered part of an ongoing human development **reporting process** where development thinking is considered and discussed through a human-centred lens. (2) Support National Human Development Reporting, building on the 7 tipping points in UNDP’s Beyond Recovery: Towards 2030 response. UNDP’s post COVID response plan aims to help decision makers look beyond immediate recovery and towards 2030 when designing policy. It focuses on [seven tipping points](https://www.undp.org/content/undp/en/home/librarypage/hiv-aids/beyond-recovery--towards-2030.html#:~:text=The%20next%20phase%20of%20UNDP's,green%20economy%2C%20and%20digital%20disruption.) in four main areas: governance; protecting people (including social protection; livelihoods and support to MSMEs); the green economy; and digital disruption. (3) Support National Human Development Reporting, building on the [COVID-19 socioeconomic assessments](https://www.undp.org/content/undp/en/home/coronavirus/socio-economic-impact-of-covid-19.html) led by UNDP.  COMPLETED |
| 3.3 Leverage the community of practice on poverty and inequality to develop capacities required and facilitate training on multidimensional poverty and inequality measures | June 2020 | Bureau for Policy and Programme Support  Regional bureaux  Country offices |  | In partnership with Oxford University, a Massive Open-Online Course (MOOC) on how to design a national multidimensional poverty index was developed and rolled out in English with over 3,400 participants across 164 countries (covering all LDCs). The course equipped participants to develop a holistic multidimensional poverty measure that integrates income-based inequalities with deprivations across education, health, housing, sanitation, employment and livelihoods, food security, environment, and other standards to inform the implementation of the 2030 Agenda for Sustainable Development.  A second edition, in English, French and Spanish, have started in February 2021 (over 2,300 registrations have been received). The second edition includes a new module focusing on the application of MPI for COVID-19 response and recovery. A course trailer was developed for the [2021 MOOC video.](https://youtu.be/q8UQEFmrcG8) [More details and registration in English](https://www.learningfornature.org/en/courses/designing-a-multidimensional-poverty-index-2021/); [More details and registration in French](https://bit.ly/MOOC_Fr_21); [More details and registration in Spanish](http://bit.ly/MOOC_Es_21).  **UNDP Administrator’s message inviting to join the MOOC** is [here.](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.dropbox.com%2Fs%2Fzpilbehfenuwygh%2FAS_MOOC_MPI_v3.mp4%3Fdl%3D0&data=02%7C01%7Crenata.rubian%40undp.org%7C5b7f198692954916e50808d757de2296%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637074483964242189&sdata=KrkEqX6Zd%2FkbOY2HrV8zAAWEX5OmgwFyGM%2FL3nztwU4%3D&reserved=0)  COMPLETED |
| **Recommendation 4.** **UNDP should increase the pace and thrust of its support to private sector development and impact investment in LDCs.  Given the structural constraints in harnessing market opportunities, innovative private sector finance tools should be improvised and promoted in LDC contexts.** | | | | |
| **Management response:**  The forthcoming UNDP private sector development and partnerships strategy will drive progress on three strategic priorities: unlocking private finance for the Sustainable Development Goals, aligning business strategies and operations with the Goals and developing policies that foster a green and inclusive economy. The strategy will deploy service offers in areas such as sustainable value chains and inclusive business, gender equality in markets, municipal finance and financial inclusion, and closing the energy gap, which will be tailored to country contexts and advanced in line with the UNDAF and country support platforms. | | | | |
| 4.1 Support the deployment of the “SDG Impact” platform’s tools, products and services, and leverage innovative financing and partnership solutions to mobilize private capital for implementing the Goals | December 2021 | Bureau for Policy and Programme Support  Finance Hub Regional bureaux  Country offices | Ongoing. | [SDG Impact](https://sdgimpact.undp.org/SDG-Impact.pdf) is a UNDP flagship initiative focusing on generating and leveraging private sector capital in delivering the Sustainable Development Goals (SDGs). The following deliverables have been achieved: (1) **Three sets of**[**SDG Impact Standards**](https://sdgimpact.undp.org/practice-standards.html) have gone through multiple rounds of feedback and pilots. These are living documents that can be revisited and adjusted as circumstances change. The Standards for Private Equity are final, the Standards for SDG Bond Issuers and the Standards for Enterprises are soon to be finalized. (2) **SDG Investor Maps** that investors and businesses can use to identify high-impact opportunities in the geographical locations and/or areas of focus they wish to work in. Fifteen Maps are completed with 25 new countries developing SDG Investor Maps in 2021. (3) **A third-party assurance framework** that will allow private equity funds, bond issuers, and businesses to undergo a voluntary evaluation to assess compliance with the SDG Impact Standards and provide an Impact Seal to qualifying entities. The process of developing the training program for the assessors and the thresholds they will use to assure compliance is well underway. (4) A **Comprehensive on-line training in impact measurement and management** through our partnership with CASE at Duke University will be available in the summer 2021. The SDG Impact will release a **SDG Investor Platform** - an online dynamic site designed to share the results of the SDG Investor Maps as well as the UNDP SDG Impact Standards. A demo for those is available [**here**](https://www.figma.com/proto/iJ7oC9eOe2sKtmzLOayZo7/UNDP-Investment-Map?node-id=5312%3A11206&viewport=1409%2C1226%2C0.09224650263786316&scaling=min-zoom). |
| 4.2 In collaboration with UNCDF, roll out a package of services to support private sector development in LDCs based on the new private sector development and partnership Strategy | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices Finance Hub | Ongoing. | [UNDP’s Private Sector Development and Partnership Strategy](https://www.undp.org/content/dam/undp/library/km-qap/UNDP_Private_Sector_Strategy_2018-2022.pdf) facilitates collaboration with UNCDF’s Financial Inclusion and Digitalization service offer to promote greater access to digital financial services for poverty reduction. This is a priority area that will continue to grow under the next Strategic Plan cycle.  UNCDF and UNDP are supporting governments and the private sector to ensure continuity in the remittance flows to the countries and families hardest hit by the effects of the coronavirus by building capacity for a conducive regulatory and policy environment, strengthening open digital payment ecosystems, and [fostering innovation for inclusive digital solutions for migrants](https://www.undp.org/content/undp/en/home/news-centre/news/2020/UNCDF_UNDP_to_improve_remittances_and_counter_impacts_COVID19.html). Spearheaded by the Government of Switzerland and the Government of the United Kingdom, the call to action, [Remittances in Crisis – How to Keep Them Flowing](https://www.knomad.org/covid-19-remittances-call-to-action/), is also supported by the global knowledge partnership on migration and development KNOMAD, the World Bank, the International Organization for Migration (IOM) and the International Association of Money Transfer Networks (IAMTN), and the International Chamber of Commerce (ICC). The goal is to remove the obstacles that migrants and their families face when sending and receiving money so that they can continue to cover basic needs and services such as food, housing, education and health care.  Through the [Pacific Financial Inclusion Programme (PFIP)](https://www.undp.org/content/undp/en/home/presscenter/pressreleases/2014/08/31/un-invites-private-sector-to-help-the-pacific-s-unbanked-access-financial-services-new-undp-uncdf-facility-offers-us-five-million-in-grants.html), the UNDP/ UNCDF Financial Inclusion Support Facility is designed to disburse grants to financial service providers—including those from the private sector such as banks, insurance companies and mobile network operators. The facility, totaling US$ five million, was created with funding from Australia, New Zealand and the European Union. PFIP aims to add one million Pacific Islanders to the formal financial sector by 2019 by spearheading policy and regulatory initiatives, facilitating access to appropriate financial services and delivery channels and by strengthening financial competencies and consumer empowerment. |
| 4.3 Launch a global value-chain initiative to accelerate innovative technological solutions focused on increasing productivity and value chains, and access to markets and financial products/financing from the private sector for farmers/rural entrepreneurs/small and medium-sized enterprises | December 2019 | Finance Hub  Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | In July 2020, UNDP launched [**a new Food and Agricultural Commodity Systems (FACS) Strategy**](https://www.greencommodities.org/content/dam/gp-commodities/UNDP%20FACS%20Strategy.pdf) **(2020-2030)** to bring everything together, focus its vision, enhance its support and guide the organization's engagement with partners, including sister UN agencies such as FAO and UNEP, to transform these vulnerable systems. UNDP has a portfolio of projects directly supporting FACS, representing over $1.2 Billion. The portfolio covers more than 100 countries and supports close to 500 landscapes, including initiatives that focus on increasing the resilience of agricultural systems and food security for more than 3.7 million people across over 40 countries, mainly in LDCs.  Working with a range of partners, government, private sector and communities, [UNDP addresses the Global Food and Agricultural Commodities Systems (FACS) and has identified the following 12 transformative pathways towards engendering system change](https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/planet/environment-and-natural-capital/biodiversity-and-ecosystems-management/food-systems-and-commodities.html): (i) Increase, stabilize and diversify smallholder producers, landless laborers and farm workers and especially women´s livelihoods and incomes; (ii) Transform production landscapes and jurisdictions to conserve natural habitats, sustain ecosystem services, protect biodiversity and tackle climate change adaptation and mitigation; (iii) Strengthen the resilience of food and agricultural commodity production systems to climate impacts; (iv) Align policies, subsidies, investment finance and economic incentives (including consumer and market demand) to decrease forest loss and incentivize sustainable production practices; (v) Improve transparency and areas of weak governance in governing institutions; (vi)  Increase market and consumer demand for sustainable products; (vii) Ensure sustainable water use and watershed management; (viii) Ensure diverse and resilient crop species, varieties and genetic stock; (ix) Ensure access to sustainable energy for producers, and align agricultural, biofuel and climate policies; (x) Reduce food loss, food waste and agricultural waste; (xi) Ensure the protection of pollinators and maintain soil retention; and (xii) Strengthen agreements and practices related to access and benefits sharing of genetic resources with communities. |
| **Recommendation 5.**  **Further emphasis is needed to enable linkages between UNDP community-level sustainable livelihood programmes and rural poverty alleviation policies in LDCs. While fulfilling respective funding stream commitments, synergies between various sustainable livelihood interventions under the Global Environment Facility (GEF) and Green Climate Fund in the country programmes need to be strengthened. UNDP should take measures to leverage this important area of its work to better inform government policies and programmes.** | | | | |
| **Management response:**  UNDP recognizes the importance of strengthening its poverty and environmental approaches to sustainable livelihoods, as enshrined in the Strategic Plan. The linkages across the vertical funds and other aspects of the UNDP poverty portfolio will also benefit from the integrated thinking that underpins the Global Policy Network. UNDP acknowledges that the governing instrument of the vertical funds calls for resources to contribute to the Sustainable Development Goals, thus providing a foundation for better integration with the UNDP poverty eradication focus. UNDP will seek to leverage the support of the vertical funds for sustainable livelihoods and rural development to advance progress in poverty eradication, through the integration of programming results into development plans and strategies at the national and subnational levels. | | | | |
| 5.1 Strengthen the assessment and mapping of the contribution of the UNDP vertical fund portfolio to poverty alleviation using the UNDP results-oriented annual reports and other existing tools | December 2019 | Bureau for Policy and Programme Support-GEF | Completed. | Using the [PowerBI Project-based Portfolio Analytics](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fapp.powerbi.com%2Fgroups%2Fme%2Freports%2F87583597-593f-4f5b-9d5b-81dcbd83a33d%2FReportSectionb8c47100d9059549f3d3&data=04%7C01%7Crenata.rubian%40undp.org%7Cb80e9066a00b41a0cb7e08d8efcd5d2d%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637523012602298517%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=rIbzWKU1RiaqfoC80WU6A8TBZ4suWm9M22Zex8EEpBM%3D&reserved=0) page, UNDP’s portfolio can be filtered by Vertical Funds, LDCs and projects linked to SDG1-No Poverty.  Details of the resulting filtered projects are provided further down on the page.  Similarly, the [PowerBI Results and Resources Analytics](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fapp.powerbi.com%2Fgroups%2Fme%2Freports%2F87583597-593f-4f5b-9d5b-81dcbd83a33d%2FReportSection0c274144407a6a6c6b56&data=04%7C01%7Crenata.rubian%40undp.org%7Cb80e9066a00b41a0cb7e08d8efcd5d2d%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637523012602308511%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=U%2BHwSKZExXK9THD0zobNoOVVlBdbTiBXwWPDkpKZ1zk%3D&reserved=0) page can also filter UNDP’s portfolio in LDCs by Vertical Funds, Signature Solution 1 (Keeping people out of poverty) and IRRF Outputs. In addition, results data tools are continuously being improved in the NCE team’s Project Information Management System (PIMS+) platform.  Advanced searches can be done of the VF portfolio for projects in LDCs linked to SDG1 and also by using keywords such as livelihoods, income, jobs, etc. as proxies for outcomes/indicators related to poverty alleviation efforts. |
| 5.2 In at least 20 LDCs, explicitly track alignment and linkages of vertical programming to national poverty reduction efforts and policies, to identify and build synergies between environmental and poverty actions | December 2021 | Bureau for Policy and Programme Support-GEF  Regional bureaux  Country offices | Completed | Using the internal PowerBI Project-based Portfolio Analytics page, UNDP’s portfolio can be filtered by Vertical Funds, LDCs and projects linked to SDG1-No Poverty resulting in a list of projects in 40+ LDCs in 2020 |
| **Recommendation 6.**  **Bridging the humanitarian and development divide for more sustainable poverty reduction should be systematically pursued in crisis and post-crisis contexts. UNDP should also pay sufficient attention to intersecting vulnerabilities that reverse poverty reduction outcomes.** | | | | |
| **Management response:**  UNDP recognizes that the root causes of many crises lie in endemic acute poverty for which there needs to be a concurrent coordinated and multi-faceted response. UNDP works closely with humanitarian, peace and national partners to jointly identify medium-term collective outcomes that have an impact on protracted humanitarian challenges including poverty indicators. This important area of work is reflected in the creation of the new Global Policy Network, which brings together the organization’s development and crisis capacities. UNDP, along with the Office for the Coordination of Humanitarian Affairs, also provides joint secretariat support to the Joint Steering Committee to Advance Humanitarian and Development Collaboration, chaired by the Deputy Secretary-General, and for which the Administrator and the Emergency Relief Coordinator serve as vice-chairs. | | | | |
| 6.1 Contribute and lead on policy development and guidance for the humanitarian-development-peace nexus and the New Way of Working approach, particularly related to the mandate and the Sustainable Development Goals | December 2019 | Crisis Bureau  Regional bureaux  Country offices | Completed | A few key progresses that we have achieved toward collective outcomes through partnership: Advocacy and support to foster the inclusion of refugees and IDPs into national planning and service delivery has advanced, as we have heard from the Honourable Minister of Uganda and also as observed in the Syria, Sudan and Somalia Situations. In Yemen, we collaborate with the World Bank to respond to the humanitarian crisis through empowering local capacities for service delivery and livelihoods. Together with the Department of Political and Peacebuilding Affairs and other partners, UNDP is scaling up capacities for conflict-sensitive assessments, data and analysis to inform strategic, multi-year development planning and programming.  In order to accelerate and scale up the progress thus far, UNDP decided to commit at the Global Refugee Forum to the following integrated solutions in 40 countries with displacement situations: Ensure tailored development, prevention and peacebuilding approaches in 20 countries to address root causes of forced displacement; Strengthen refugee solutions in 20 countries through support to preparing and responding to refugee inflows; Rule of Law institutions, access to justice, and safety, security and human rights protection systems; and Promote decent work and self-reliance of refugees in 20 countries, leveraging on UNDP’s digital transformation agenda to build tomorrow’s skills today. Working with partners, UNDP will contribute in reducing the protracted displacement trend by half by 2030, in line with the 2016 World Humanitarian Summit commitment, in at least 30 countries.  The [Joint UN Development Programme (UNDP) - UN Department of Political and Peacebuilding Affairs (DPPA) Programme on Building National Capacities for Conflict Prevention](https://dppa.un.org/en/peace-and-development-advisors-joint-undp-dppa-programme-building-national-capacities-conflict) is a signature cross-pillar initiative that aims to enhance UN support to national stakeholders on conflict prevention and sustaining peace. Since its inception in 2004, the Programme has engaged in more than 60 countries and provided catalytic support to UN Resident Coordinators and UN Country Teams to advance the UN Secretary-General’s conflict prevention agenda. The Joint Programme is widely recognized for providing thought leadership on conflict prevention, and is considered a unique example of how the political and development pillars of the UN can successfully work together in pursuit of the prevention of violent conflict.  Through the [MAPS (Mainstreaming, Acceleration and Policy Support)](https://sdgintegration.undp.org/global-initiatives) – a UN development system’s common approach to support member states in implementing the SDGs – UNDP has supported 20 fragile and conflict affected settings and 13 Small Island Developing States. Drawing on the full capacity of the UN development system, MAPS support includes integrated data analyses, forecasting, capacity building, advocacy and awareness-raising and support to planning and programming priorities. |
| * 1. Increase advocacy, including through events, with Governments, to increase domestic investment and international development assistance in fragile and crisis-affected LDCs to better finance humanitarian-development-peace nexus challenges in countries | December 2021 | Crisis Bureau  Regional bureaux  Country offices | Completed. | [Financing the Nexus: Gaps and Opportunities from a Field Perspective (July 2019)](https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/financing-the-nexus---gaps-and-opportunities-from-a-field-perspe.html) is a study by UNDP, FAO, and the Norwegian Refugee Council. The study contributes to the Inter-Agency Standing Committee (IASC) humanitarian financing priorities of improving “aid effectiveness through more effective humanitariandevelopment funding flows and mechanisms”. It has two goals: to document the extent to which predictable, multi-year flexible financing is available at the programme level; and to understand the extent to which funding matches Collective Outcomes or the financial requirements of interoperable humanitarian and development plans.  [Time for Hard Choices (September 2019)](https://www.undp.org/content/undp/en/home/librarypage/time-for-hard-choices.html) is a report about the choices that governments, leaders, investors and citizens need to make about when and how to fund a multilateral approach to address today’s most stubborn and urgent global development challenges– climate change, health, migration, armed conflict and inequality. The case for a multilateral approach needs to be based on evidence that shows effectiveness and impact in addressing these challenges.  The [Women’s Peace & Humanitarian Fund](https://wphfund.org/our-mission/) is a global partnership (which includes UNDP in its Funding Board) that aims to re-energize action and stimulate funding for women’s participation, leadership and empowerment in situations of conflict and humanitarian crises around the world. It galvanizes support from across the globe to support the efforts of women working on the frontlines of the world’s most intractable conflicts. From Jordan to Burundi, the Solomon Islands to Colombia, the Fund aims to amplify the voices of women and support their vital work to prevent conflict, respond to crises, and accelerate peace in their communities.  [With the support of partners, the UN Multi-Partner Trust Fund Office has designed and is operating a new generation of pooled funds that](https://www.google.com/url?client=internal-element-cse&cx=016364595556873131513:lg-p43v3tam&q=http://mdtf.undp.org/document/download/19077&sa=U&ved=2ahUKEwiR2YfLjMTvAhUPzzgGHZL0CkgQFjAAegQIAhAB&usg=AOvVaw001rTxdzGJ-mN_0-hL490X)  [are bridging the humanitarian-development financing divide.](https://www.google.com/url?client=internal-element-cse&cx=016364595556873131513:lg-p43v3tam&q=http://mdtf.undp.org/document/download/19077&sa=U&ved=2ahUKEwiR2YfLjMTvAhUPzzgGHZL0CkgQFjAAegQIAhAB&usg=AOvVaw001rTxdzGJ-mN_0-hL490X) These flexible instruments are demonstrating that well-designed pooled  funds can quickly pivot when faced with rapidly changing conditions on the ground. They combine, blend and sequence development,  peace and humanitarian funding streams. They improve cost-efficiency, transparency and collective outcomes not only by pooling resources  and delivery systems, but also by sharing, and thereby reducing, the risks that often arise in highly volatile and unpredictable settings. |
| * 1. Co-lead the field testing of the United Nations common guidance on resilience for joint approaches across humanitarian, development and peacebuilding efforts. | June 2020 | Crisis Bureau  Regional bureaux  Country offices  United Nations agencies | Completed. | A final field tested draft for the [“UN Common Guidance on Helping Build Resilient Societies”](https://www.sparkblue.org/system/files/2020-10/UN%20Resilience%20Guidance_Final_6%20Oct_no%20foreword.pdf) was released in September 2020. The Guidance offers a flexible approach that can be tailored to country contexts and needs. It is not a blueprint but complements ongoing resilience-building efforts at country level by addressing gaps and bottlenecks towards a more comprehensive and joined-up action. It provides a UN-wide reference on building resilience for delivering the 2030 Agenda that is embedded in the UN reform and the Secretary-General’s Prevention Agenda. It is an operational guidance for practical application at country level that promotes a common understanding of resilience based on shared principles. It explains the process for building resilience together for the UN System and its partners and includes a rich annex of practical tools and methodologies. |
| **Recommendation 7.**  **Partnerships for poverty reduction at the global and country levels should be pursued as a strategic programming option. UNDP should expand promising partnerships with United Nations and other development agencies that substantively and practically enhance its poverty-related programming in LDCs, especially to scale up pilot and community-level initiatives**. | | | | |
| **Management response:**  UNDP will capitalize on its existing partnerships at the country, regional and global levels to deliver an integrated package of poverty solutions which are country- relevant. Along with ILO, UNFPA, UNICEF and the World Food Programme, UNDP is a core founding member of the Joint Fund for the 2030 Agenda, an inter-agency pooled funding mechanism to support the acceleration of Sustainable Development Goal achievement at the country level. UNDP has been collaborating with UNEP in the Poverty-Environment Initiative and the Partnership for Action on Green Economy to provide an integrated approach to exploring the relationship between poverty and the environment, with an emphasis on LDCs. IFIs are also important partners for UNDP, which is currently working with 15 institutions. Following the launch of the new [United Nations-World Bank Strategic Partnership Framework](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fintranet.undp.org%2Funit%2Fpb%2Fresmob%2F_layouts%2F15%2FWopiFrame.aspx%3Fsourcedoc%3D%2Funit%2Fpb%2Fresmob%2FIFI%2520Agreements%2520and%2520Templates%2FUN-WBG%2520Strategic%2520Partnership%2520Framework%2520_signed%2520document%252018May18.pdf%26action%3Ddefault&data=02%7C01%7Ckristina.leuchowius%40undp.org%7C96ad73d4373e4f83f06b08d64e3baf0d%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636782415576108741&sdata=1d%2Fzcrd2VUWOyGQBcy%2FJFZRd3RyN2qvp%2B%2FVUFPhtpnU%3D&reserved=0) for the 2030 Agenda in May 2018, UNDP and the World Bank are partnering on several joint initiatives. | | | | |
| 7.1 Deepen and expand partnerships with leading academic networks and world-class experts on the measurement and analysis of poverty and inequality (see also recommendation 3). | December 2020 | Bureau for Policy and Programme Support  Country offices | Completed. | UNDP is partnership with [World Inequality Lab](https://wid.world/world-inequality-lab/) (which manages the largest dataset on income inequality) and the [LIS Cross-National Data Center in Luxembourg](https://www.lisdatacenter.org/) to advance pioneering new measures of development, which are informing the publication of UNDP’s flagship report on human development. UNDP is also advancing its partnership with [University of London (SOAS), Department of Development Studies](https://www.soas.ac.uk/staff/staff82877.php), to advance evidence-based discussions to inform development interventions towards a universal basic income. UNDP continues also to collaborate with the University of Oxford, in particular with the [Blavatnik School of Government](https://www.bsg.ox.ac.uk/) to track data on equitable access to COVID-19 vaccines and with the [Oxfod Poverty and Human Development Initiative](https://ophi.org.uk/) to advance work on multidimensional poverty. |
| 7.2 Leverage existing and new corporate initiatives supporting Sustainable Development Goal integration to source policy expertise more systematically and effectively from across the United Nations system and other partners to meet the needs of LDCs by capitalizing on the country acceleration labs | December 2019 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | UNDP’s [Community of Practice o Poverty and Inequality](https://www.sparkblue.org/cop/poverty) is the largest knowledge network of experts and practitioners within UNDP. The COP provides knowledge and technical support for developing the next cadre of experts, strengthening innovative and integrative programme and policy design, and strengthening organizational capacity to accelerate progress towards the 2030 Agenda. It supports learning and specialization to develop a community of practitioners capable of integrating multidimensional poverty and inequality methodologies and approaches into their practice areas. It promotes and encourages the application of innovative tools (such as multidimensional vulnerability assessments) to better tackle the complex challenge of deprivation and exclusion and the vulnerabilities that drive people back into poverty. The COP has helped to leverage UNDP’s experience and expertise across the organization to position UNDP as the technical lead at all levels on poverty and inequality programme and policy debate by harnessing the collective intelligence of the Global Policy Network (GPN). |
| **Recommendation 8.**  **UNDP should pay further attention to strengthening gender-responsive poverty reduction policy processes. There is a need for more dedicated resources and commitment to gender equality and women’s empowerment in the LDCs** | | | | |
| **Management response:**  The gender equality strategy, 2018–2021 will help UNDP to ensure that its support for eradicating poverty includes a focus on gender inequality. New programming guidance has been developed to support countries in crises to better integrate gender equality into their programming by focusing on how to prevent and respond to gender-based violence ; promote participation and leadership of women and women’s organizations in conflict prevention and recovery; promote transformative livelihoods and economic recovery to advance gender equality; ensure women’s access to justice, security and human rights; keep gender equality at the core of disaster risk reduction and recovery; enhance women’s agency in peace processes and political institutions; and transform Governments to deliver for women. This is complemented by regional initiatives, such as the gender equality and women’s empowerment regional project in Africa that supports countries facing humanitarian crises and natural disasters, and country-level initiatives like the Gender Equality Seal through which UNDP is building country office capacities in gender-sensitive programming and partnerships for poverty eradication. | | | | |
| 8.1 Roll out the programme on inclusive and equitable local development in LDCs with a focus on investments for women’s economic empowerment | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices  UNCDF  UN-Women | Ongoing. | The [Inclusive and Equitable Local Development Programme (IELD),](http://www.uncdf.org/ield) a joint UNDP, United Nations Capital Development Fund (UNCDF) and UN Women programme, is working with local development programmes to unlock private finance for infrastructure projects that would benefit women and lift their disproportionate burden of unpaid work. An update of the programme is under preparation. |
| 8.2 Roll out guidance on gender and recovery and strengthen programming in crises and recovery contexts through a gender lens | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | UNDP released a [Guidance Note on Women Peace and Human Security (WPS): A Guidance Note on Parliamentary Engagement During and Post-Covid-19](https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/Women-Peace-and-Human-Security-Covid-a-Guidance-Note-on-Parliamentary-Engagement-During-and-Post-Covid-19.html) in November 2020. The guidance note looks at how parliaments can promote WPS-aligned pandemic response and recovery and, in the long term, exercise stewardship over a collective vision for inclusive human security. It identifies ways in which development partners can support parliaments in promoting women’s participation and leadership both during the crisis and beyond, on the path towards 2030.  The [Women’s Peace & Humanitarian Fund](https://wphfund.org/our-mission/) is a global partnership (which includes UNDP in its Funding Board) that aims to re-energize action and stimulate funding for women’s participation, leadership and empowerment in situations of conflict and humanitarian crises around the world. It galvanizes support from across the globe to support the efforts of women working on the frontlines of the world’s most intractable conflicts. From Jordan to Burundi, the Solomon Islands to Colombia, the Fund aims to amplify the voices of women and support their vital work to prevent conflict, respond to crises, and accelerate peace in their communities.  UNDP and UNWOMEN launched the [COVID-19 Global Gender Response Tracker](https://data.undp.org/gendertracker/). The Tracker monitors responses taken by governments worldwide to tackle the pandemic, and highlights those that have integrated a gender lens. It captures two types of government responses: the women’s participation in COVID-19 task forces and national policy measures taken by governments. It analyzes which of the policy measures address women’s economic and social security, including unpaid care work, the labour market and violence against women. The Tracker can provide guidance for policymakers and evidence for advocates to ensure a gender-sensitive COVID-19 policy response.  [Protecting Women's Livelihoods in Times of Pandemic: Temporary Basic Income and the Road to Gender Equality](https://www.undp.org/content/undp/en/home/librarypage/transitions-series/UNDP-Protecting-Womens-Livelihoods-in-Times-of-Pandemic-Temporary-Basic-Income.html) is a policy brief that is part of UNDP's Development Future Series, and examines the most at-risk elements of women's income-generation capacity, presents the possibilities and estimated costs of a temporary basic income (TBI) for women's economic security across the developing world, and discusses options for long-term commitments of economic protection and gender equality.  The [Gender Diversity and Inclusion for a Fair Business Environment](https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/gender-diversity-and-inclusion-for-a-fair-business-environment.html) (March 2021) report is the outcome of a research conducted across five of the ASEAN countries participating in the project: Indonesia, Malaysia, the Philippines, Thailand and Viet Nam. It provides a snapshot of catalytic factors to foster gender equal leadership across three domains. Firstly, it explores how social norms shape gender roles and stereotypes that can limit women’s leadership prospects. Secondly, it identifies catalysts for an enabling environment, including laws and regulatory measures, and the role of coalitions and advocates. Finally, it highlights the role of companies and their organizational policies and practices in promoting gender equal leadership.  [Gender Disaster Management and the Private Sector](https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/Gender-Disaster-Management-and-the-Private-Sector.html)  (February 2021) presents the importance of gender in the private sector and disaster management, and the connections between them. Developed as a starting point to a new thematic area for the Connecting Business initiative (CBi), this document maps and analyses the existing resources and previous interventions available on the theme and presents a number of case studies. It also includes a special chapter discussing the consequences of COVID-19. |
| 8.3 Strengthen gender in climate action through support to NDC strategies and  actions | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Ongoing. | UNDP, UN Women, UNEP, and DPPA have published a joint report on [Gender, Climate and Security: Sustaining inclusive peace on the frontlines of climate change (June 2020).](https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender--climate-and-security.html) Grounded in a series of case studies (including from Chad, Sierra Leone, and Sudan) from research and programming experience, the report offers a comprehensive framework for understanding how gender, climate and security are inextricably linked. The report assesses entry points for integrated action across existing global agendas and suggests concrete recommendations for how policymakers, development practitioners and donors can advance three inter-related goals: peace and security, climate action and gender equality. |
| **Recommendation 9.**  **UNDP should take steps to enhance its programming on youth employment and empowerment.** | | | | |
| **Management response**:  UNDP is committed to scaling up its programming on youth employment and empowerment.  Its focus is to facilitate youth engagement in areas of economic, social and political activities, and to enhance institutional capacities (public and private) to interact with and create conditions for youth empowerment and employment for poverty reduction. UNDP is currently successfully implementing three regional programmes (Youth Co:Lab in Asia and the Pacific, Youth Connekt in Africa and the Arab States regional youth leadership programme), which it will continue to build on. | | | | |
| * 1. Scale up regional initiatives that promote entrepreneurship, empowerment and civic participation to create an enabling ecosystem for youth leadership and entrepreneurship | December 2021 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | **GLOBAL:** Youth is a key target group in UNDP, with young people as beneficiaries of 900+ UNDP projects in 2019 (USD 1 billion in total).1.85 billion young people are in the world (2019), of which 90 percent live in developing countries. UNDP has supported youth empowerment in 100+ countries (midterm review of UNDP Strategic Plan). Young people are also a key partner for UNDP, and their reach, local knowledge and expertise are essential for successful programmes and policy, with a growing portfolio supporting youth as positive agents of change. UNDP implements special initiatives such as Generation17 with Samsung Mobile and Heart17 with companies in the retail and entertainment industries to support young people’s role as changemakers.    In addition to standalone regional initiatives, UNDP Youth Global Programme for Sustainable Development and Peace (“Youth-GPS”) was launched in 2016 and has been implemented and has expanded since then. Youth-GPS has represented UNDP in global inter-agency processes (including the youth engagement strategy for the LDC5 Conference launched in February 2021), and has regularly and collaborated with regional and country initiatives to ensure information exchange, cross-fertilization, effective collaboration and corporate coherence and positioning.    In Africa, Youth-GPS: • Co-convened two sub-regional consultations with young people on youth, peace and security (included in Benin in 2017) • Co-organized and facilitated meetings on Youth in Africa at the global level (e.g. ECOSOC Youth Forum sessions, annually) • Facilitated thematic discussions between youth, private sector, the UN, e.g., with GenU, UNICEF and ILO, to explore new partnership opportunities, including in the Sahel • Promoted Youth Connekt as a continental model to support youth participation, and South-South and triangular partnerships to find common solutions to common challenges for youth • Supported the formulation of the ‘Africa Promise’ and related implementation plan (under the Youth & Women’s empowerment pillar) and supported the development of the first UNDP Sahel youth programme • Assisted country offices, including Sierra Leone and Madagascar with the development of PBF priority plans, proposals and project documents • Supported advocacy around RBA’s special initiatives, including partnership with TEF and fellowships with African Union • Identified and mentored young leaders from Africa as part of the Generation17 initiative with Samsung mobile, including from Rwanda • Identified and supported the work of young leaders from Africa – including Togo and Malawi, (16x16 initiative) to advance SDG16+ in their contexts.  In Arab States, Youth-GPS: • Engaged in policy dialogue in partnership with youth and stakeholders at all levels to advance youth-responsive policies and programmes; e.g. co-convening a regional consultation and a high-level dialogue on youth, peace and security with youth organisatons, movements and networks in 2016 (including Yemen and Somalia)• Supported the 'Shughel Shabab' UNDP-UNESCO campaign and promoted youth peacebuilders’ exchanges and networking on Youth4Peace.info (including Yemen) • Co-convened with UNDP RBAS, the Union for the Mediterranean and UN women, a regional meeting on youth and women, peace and security and PVE in the Mediterranean/Arab States region (Barcelona), including with young participants from Yemen  In Asia and the Pacific, Youth-GPS: • Co-convened a regional workshop on youth policies in the Pacific with UNDESA • Identified and supported young leaders from Nepal and Solomon Island as part of the 16x16 initiative • Supported regional inter-agency activities e.g. preparation for the regional consultations with young people on Youth, Peace and Security including from Nepal, Solomon Islands, Myanmar Supported the GenU-UNICEF/UNDP collaboration and substantive/technical support to youth entrepreneurship joint UNDP-UNICEF multi-country initiative under development. Indeed, UNDP and UNICEF have co-developed a new joint programme focusing on youth. The proposal outlines a 10-year, phased partnership that begins with 5 countries and expands to reach 12 countries spanning Eastern and Southern Asia. The partnership is built on 3 pillars of work, which align closely with GenU and our global Youth 2020 Agenda: young people’s education and skills, engagement, and entrepreneurship. The partnership aims to promote systems-strengthening, innovation and resilience across all we do with and for young people. In the context of the Generation Unlimited partnership, UNDP has also joined forces with UNICEF, Plan International and the Scouts in 2019-2020, to co-design and co-host the ‘Generation Unlimited Youth Challenges 2.0’, across all five regions. Despite the pandemic, 36 countries, 72 teams and more than 15 million young people were reached out to as part of this initiative. With the onset of the COVID-19 crisis, the work became more complex, but it also offered us the refreshing chance to witness in full force the resilience, ingenuity, and amazing grit of young people globally. Despite the difficulties, young people persisted – workshops were held virtually, mentorship continued online, ideas flourished. Projects and solutions spanning education, technology, employment, accessibility, equity, health, climate, entrepreneurship and beyond were ideated and thrived. Winners include teams from North Macedonia, Syria, Thailand, Nigeria, Mexico, Kenya, India and Nicaragua. UNDP will support mentoring and scaling up, together with partners in the next phase in 7 of those. This Generation Unlimited partnership also includes a focus on digital skills (see following recommendation too).  **AFRICA:**  In 2020, UNDP established a new Strategic Offer for Africa (Africa’s Promise) to strengthen UNDP’s position as Africa’s premier ENABLER and INTEGRATOR For the 2030 Sustainable Development Agenda and the 2063 Agenda. It prioritizes as a key pillar youth and women’s empowerment.  The youth entrepreneurship programme, a partnership between UNDP and the Tony Elumelu Foundation, is one of the flagship initiatives of the Africa’s Promise. The TEF Entrepreneurship Programme is the flagship entrepreneurship programme of the Foundation with the purpose of: i) identifying over a period of 10 (ten) years, 10,000 African Start-ups and entrepreneurs with ideas that have the potential to succeed; ii) supporting the growth of these businesses through business training, mentoring, access to seed funding, information and admitting their respective founders and/or owners as members of  the TEF Africa-wide alumni network and; iii) creating businesses that can generate at least 1,000,000 new jobs and contribute at least $10 billion in new annual revenues across Africa. This goal is set to be achieved through the selection of 1,000 businesses annually to participate in a holistic 12-week training and mentorship programme.  For example, the youth entrepreneurship programme in Mali, launched in 2021, is fully aligned with UNDP’s COVID-19 2.0 which encourages, among other things, partnerships to support youth-led entrepreneurship to enable the creation of a new generation of resilient jobs.  The Mali youth entrepreneurship programme consists of : a) training 3,000 selected young Malians in entrepreneurship, in line with socio-economic context and existing opportunities in Mali, and b) providing seed funding to 1,860 young Malian entrepreneurs with seed funds to start their business; c) supporting the young entrepreneurs through one-on-one mentorship by experts nationwide. d) facilitating peer to peer training through Training of Trainers, thus ensuring scale up of the programme’s results and sustainability.  In Africa, UNDP also developed in 2020 the first Youth Empowerment Regional programme for the Sahel, which aims to cover 10 countries of the Sahel region and to address critical challenges faced by youth, including in conflict prevention and peacebuilding. In line with Africa’s Promise, the Sahel youth programme promotes initiatives in which youth are considered as active agents of change and drivers of opportunities for socio-economic, political and societal change.  YouthConnekt Africa (YCA) Initiative–Government of Rwanda, UNDP: YCA is an African home-grown initiative that seeks to provide relevant solutions for the global South, and to support the implementation of relevant South-South initiatives to empower youth. Initiated by the Government of Rwanda in partnership with UNDP, YCA comprises a Hub that operates as a pan-African platform with the vision of connecting African youth for socio-economic transformation to contribute to the achievement the SDGs, the AU 2063 agenda, and the AU Youth Charter through ambitious targets. Those include creating 10 million jobs for youth, empowering 25 million youth with skills, connecting 100 million young Africans, nurturing 1 million young leaders, and closing the gender gap. In terms of concrete results, YouthConnekt allowed to: train, mentor and provide “seed funding” to 540 young innovators; create more than 8,300 jobs; engage more than 18,000 youth in national policy dialogue through the yearly YouthConnekt conventions; involve more than 1,000,000 youth in civic engagement activities within their communities through the YouthConnekt month and holiday programme; and establish more than 20 partnerships with government, development partners, civil society, academia and private sector organizations. YouthConnekt has scaled up beyond Rwanda to 14 African countries, including several LDCs (the Democratic Republic of Congo, Liberia, Sierra Leone, Uganda, Zambia, Senegal, Guinea, Madagascar, and The Gambia), and, at the time of writing this report, Togo, Mali, Ethiopia, and Sao Tome and Principe were in the advance stage of launching YouthConnekt country programmes.    **ASIA-PACIFIC:**  Youth Co:Lab programme–UNDP, Citi Foundation: Youth Co:Lab is a programme co-created by UNDP and the Citi Foundation to empower and invest in youth in the Asia-Pacific region. It seeks to accelerate SDG implementation through youth leadership, social innovation and entrepreneurship. The programme has been implemented in six LDCs (Bangladesh, Cambodia, Nepal, Solomon Islands, Timor-Leste and Vanuatu). It has engaged 75,000 youths, and supported and scaled up 600 start-ups led by youths across 25 countries in the Asia-Pacific region.  In 2020, Youth Co:Lab was recognised for its thought leadership on the impact of COVID-19 on young people and the role of young people in responding with solutions. Youth Co:Lab also conducted national-level ecosystem dialogues, diagnostics and action-oriented research in over 15 countries identifying concrete actions to strengthen the enabling environments for youth entrepreneurship  UNDP helped to establish several innovation hubs and co-working spaces in Vanuatu and the Solomon Islands to strengthen the Pacific regional innova[1]tion network that engages governments, the private sector and the University of South Pacific. More than 600 youth entrepreneurs regularly use the hub to access trainings, social and financial services and networks. Furthermore, UNDP in the Pacific launched a crowd funding/impact investment platform with a 10-week long enterprise accelerator program to support young entrepreneurs and women in business in the Pacific. |
| * 1. In partnership with ILO, the International Telecommunications Union and UNCDF, support digital innovation initiatives for the economic empowerment of youth | December 2019 | Bureau for Policy and Programme Support  Regional bureaux  Country offices | Completed. | UNDP has been an active member of the ILO-led Global initiative on Decent Jobs for Youth (including on fragility and on digital skills). UNDP and UNCDF partnered on the development and publication of the “[Youth entrepreneurs engaging in the digital economy” report](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.undp.org%2Fcontent%2Fundp%2Fen%2Fhome%2Flibrarypage%2Fdemocratic-governance%2Fyouth-entrepreneurs-engaging-in-digital-economy-the-next-generation.html&data=04%7C01%7Crenata.rubian%40undp.org%7Cf15ae525d5c843e8a59808d8eb2dbe7a%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637517929040320196%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=wDRNGHnZl2z8mOeoFtgreQD%2BaIiZDznB5Kdc65vTEp4%3D&reserved=0), in 2020.    UNDP and ILO have also identified Decent jobs for youth as a key pilar of the new framework for action for bilateral cooperation (2020) and are in the process of selecting innovative initiatives related to digital skills, green jobs, informality.    UNDP and UNICEF have focused on youth as part of the COVID-19 response, focusing on particular on digital innovation:   * COVID 19 UNDP-UNICEF joint challenge on Youth in Ethiopia * UNICEF and UNDP collaborating in several countries with Accelerator Labs (e.g. Sahel and Timor Leste) * UNDP and UNICEF (and others) supporting the deployment of 15,000 volunteers in the context of the COVID19 response in Burkina Faso * Promising large-scale joint UNDP-UNICEF programmes/chapters being developed in South-East Asia and South Asia on youth entrepreneurship and COVID-19 resilience     Since 2010, UNCDF has been working to increase access to financial services to young people. To date, the Fund has provided almost 1,000,000 young people (of which 53% are young women) with access to financial services, and training in financial education. Another example of financial support is the ‘Jobs, Skills and Finance (JSF) for Women and Youth in The Gambia Programme.’ Implemented jointly between UNCDF and ITC under the auspices of The Gambia Ministry of Finance and Economic Affairs, the programme uses a combination of grants, technical assistance and convening power to support financial inclusion for women and youth along with the creation of 3,000 direct jobs through MSME development, cash for work and technical and vocational training and education. |
| * 1. Support youth participation and contribution in country accelerator labs in LDCs | December 2021 | Regional bureaux  Country offices  Bureau for Policy and Programme Support | Completed. | **Examples:**  Currently, 92 UNDP Accelerator Labs worldwide are bringing new talent and skills into UNDP. The Lab Network addresses a wide range of developing challenges covering all 17 SDGs, aggregated in 263 different thematic areas such as waste management, health, protecting the environment, digital transformation, and education. The Accelerator Lab Network adds a new way to work within UNDP that consists of identifying key learning questions and a roadmap of activities (e.g., experiments, explorations, mapping grassroot solutions and partnerships) to understand sustainable development challenges better and generate learnings faster. In the second cohort of Labs (of which Panama is one), 31% of new recruits bring experience from the Private Sector and Entrepreneurship and 80% are new to the UN System, and youth employment and entrepreneurship is a key focus area.  **Mali:** In December 2020, as part of the support to the transition process in Mali, the UNDP Accelerator Lab organized a series of two hackathons, called #anwkhathons, to promote youth innovative digital solutions in the area of governance, and green economy. About 100 young women and men participated in the activity, which included: coaching of young people to enable them pitch their innovative idea, and financial grant to selected 6 innovative solutions to enable them grow their business idea.  The Accelerator Lab has also contributed to youth empowerment in Mali, through the partnership built with Donilab, a Malian start up, active in the area of youth entrepreneurship and youth empowerment. Discussions have been engaged on the possibility to work with Donilab through the UNDP-TEF entrepreneurship programme being implemented in Mali – with a particular interest for Donilab’s expertise in facilitation of training on financial education and green economy (programme called Donigreen).  As part of the support UNDP Mali has provided in response to COVID-19, the Accelerator Lab has supported the Tuwindi Foundation, a Malian youth foundation promoting tech solutions, for the creation of an app to monitor COVID-19 infections and diffuse prevention messages. The app, called ASSA, was successfully launched in April 2020.    **Nepal:** The Accelerator Lab Nepal was launched on the 1st of August 2019 with an ambition to address the pressing challenges related to unplanned urbanization and youth unemployment, partnering with the Kathmandu Business hub.    **Ethiopia:** UNDP, through its Goh accelerator lab, partnered with ICE Addis, a leading innovation lab in Ethiopia, to provide a platform for university students from across Ethiopia to come together for a bootcamp and brainstorm on possible solutions to tackle the issue of youth unemployment. The lab team developed a Mapping of the innovation ecosystem. |



1. For Africa, the African Union Agenda 2063 is also considered. [↑](#footnote-ref-1)