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**Country programmes and related matters**

Draft country programme document for Panama 2021-2025

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## I. UNDP’s Contribution to the Cooperation Framework

1. Over the past decade, Panama has experienced high growth and sustained poverty reduction, doubling the GDP per capita, and reducing poverty from 23.1 percent to 14.5 percent between 2011 and 2018 (Economic Commission for Latin America and the Caribbean - ECLAC 2019). The expansion of the Canal, the construction boom, and the large copper mining operations have been the main engines of economic growth. This growth has averaged 4.6 percent over the last five years, making Panama one of the fastest-growing economies in the world. Since 2018, however, the fiscal deficit has grown, and the public debt increased, now estimated to reach 41.5 percent in 2020 (IMF 2020).
2. Furthermore, Panama’s economic prosperity has not been evenly shared among the population. Despite some improvements in income inequality, Panama remains one of the most unequal countries in the world, both in terms of regional disparities and population groups. Vulnerable groups such as women, indigenous and afro descendants are disproportionately affected by income poverty and multiple deprivations, often lacking access to services and social protection. The femininity index of poor households has increased significantly from 2008 to 2018 moving from 112.5 to 123.2 at the national level. Multidimensional poverty is 4.5 times higher in indigenous regions than the rest of the country. Additionally, women and minorities are overrepresented in the informal sector and self-employment, placing them in a situation of social vulnerability.
3. In terms of social protection, only 65 per cent of the population is covered by the social security system, and 45 per cent of women do not have any coverage. Furthermore, only 18.5 per cent of working women are insured, compared to 25 per cent of men, resulting in less protection and greater vulnerability. Social programmes have benefited many households with monetary transfers (both conditional and unconditional) and direct social services; nonetheless, the lack of a beneficiary registry makes targeting difficult.
4. With more than 30 percent of the territory as natural protected areas and some of the largest ocean coasts in Central America, Panama has great natural wealth. Yet, despite efforts made to date, the implementation of policies for climate change adaptation and mitigation, biodiversity protection, integrated environmental management, and disaster risk reduction is uneven. The environment and nature-based solutions have not been integrated in a consistent manner in development policy and planning in both public and private sectors, and there are few incentives for applying environmental sustainability and resilience standards. In turn, this reduces the resilience of actors and value and production chains to climate events and disasters. The rapid loss of biodiversity and forests puts at risk the provision of fundamental ecosystem services for people and the economy. The use and management of natural resources such as water, the management of solid waste and biohazards, and the adaptation and mitigation of climate change are important challenges for the country. There are limited incentives for clean energy production and use. There are no fiscal and budgetary incentives from the central government to "green" municipalities or provinces. Insurance companies do not favor the conservation of biodiversity. An agreement is needed between the public and private sectors on a common approach, which recognizes the role of ecosystems and their services in achieving clean and resilient development, which in turn has the potential to boost local economies sustainably.
5. The institutional weakness affects the capacity of the state both to implement efficiently public policies and to achieve a sustainable and inclusive development model throughout the territory. Although there is a rule of law, low levels of citizen trust[[1]](#footnote-1), high turnover of the civil service, and charges of corruption in the public and private spheres, all limit the state’s substantive legitimacy. This in turn limits the capacity to drive reforms and the country's progress towards new levels of development. There are also implications for public management since there are no clear criteria for resource allocation; systems for monitoring social programmes are not operational, and therefore public policies have limited impact in reducing inequalities.
6. Panama committed to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) in 2015. The country has since developed a National Strategic Plan with State Vision, Panama 2030, and presented its Second National Voluntary Review (VNR) in July 2020. The Government of Panama pledged to continue the country´s efforts towards addressing the deep inequalities affecting the population, especially the most vulnerable, which have been heightened by the COVID 19 pandemic. The Government Strategic Plan 2019-24 identified five priority areas of intervention: good governance; rule of law; competitive and job-generating economy; reduction of poverty and inequality; and education, science, technology, and culture.

1. This programme document is aligned to the vision expressed in these national strategic documents and is informed by the consultation processes with civil society and government stakeholders, the analysis was jointly done with the United Nations Country Team (UNCT) for the development of the Common Country Analysis (CCA) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025.
2. The Independent Country Programme Evaluation (ICPE 2019) shows that through its previous programme, UNDP contributed significantly to Panama’s development, focusing on four thematic areas: public policies for social and economic inclusion; inclusive, participatory and efficient governance systems; violence prevention, access to justice, and citizen security; and policies and programmes for sustainable development and climate Change. UNDP has shown significant value-added and unique comparative advantage to address specific key challenges identified above.[[2]](#footnote-2)
3. Working with several ministries (including the Ministry of Social Development [MIDES], which coordinates the Government's Social Cabinet, UNDP has provided technical support for the adoption of methodologies and tools that strengthen planning, monitoring and evaluation systems for government management, including the local level, key tools for the integration and localization of the Goals in public policies. UNDP has also strengthened institutional capacities for the National Information System; supported development initiatives aimed at vulnerable groups (indigenous, afro descendants, women, and youth); and advocated and provided technical assistance on climate change mitigation and adaptation measures in the country. In the coming years, UNDP will continue and expand this work through the new UNSDCF and the new UNDP country programme, among others.
4. The ICPE 2019 found that UNDP has been effective in achieving most output targets and produced positive results of varied scope, scale, and strategic importance. It also found that the organization was well-positioned and valued in Panama as a strategic, reliable, and inclusive partner. The evaluation noted that the organization has not only complemented and made significant contributions to the national priorities but also succeeded in pushing for multidimensional approaches and behavioral change.[[3]](#footnote-3) Support was provided for the creation of the National Council for the Integral Development of Indigenous Peoples, as a space for effective participation, exchange and decision-making on the development issues affecting indigenous peoples in the country.
5. UNDP generated important results and highlighted the value-added in several areas. It has shown a significant capacity for knowledge production, technical capacity building, and supporting institutional change (for example, the National Human Development Report on Institutions, the Multidimensional Poverty Index [MPI], and the diagnostics on national care systems). Furthermore, UNDP supported public policy proposals through multi-stakeholder participatory processes, accompanying their implementation (i.e. the national dialogues for education and health) which evaluators identified as a key value-added and area of expertise and strength. These experiences led the Ministry of the Presidency to invite UNDP to facilitate an inclusive and participatory dialogue for the national constitutional reform. UNDP supported actions for building citizenship (i.e. such as facilitating co-creation spaces for developing Panama´s Open Government Action Plans 2017 and 2019).
6. UNDP has worked continuously on mainstreaming gender equality and women's empowerment in its programme and projects, opening up new niches for addressing gender inequalities, such as women's economic empowerment and women's participation in decision-making at different levels. Efforts to mainstream gender in programming have resulted in improved gender markers in the portfolio. UNDP has also used corporate tools, such as the Gender Seal for the public and private sectors, as an important strategy to address barriers to gender equality and women's empowerment in Panama. For the next programme cycle, progress will be built on and efforts to overcome structural barriers and root causes will be expanded through strategic planning, capacity development, and the creation of a more comprehensive gender mainstreaming system to monitor transformational results.
7. UNDP will continue to play its integrator role to ensure a more coherent UN development response. This role has been demonstrated through the co-chairing of the SDG Task Force, which has helped coordinate and integrate support of agencies to national efforts related to the Goals. UNDP has also provided technical assistance to the technical secretary of the Social Cabinet with the development of the MPI, goals, and the preparation and consultation process of the VNR. This integrator and technical lead for the socio-economic response to COVID-19, where UNDP led the UN efforts to analyze the socio-economic impact of the pandemic and its effects on women and vulnerable groups. Moreover, a key recommendation of the ICPE was to use innovation to help Panama close the inequality gap by better directing the attention of projects, initiatives, and investments to innovative solutions that accelerate the achievement of the Goals with a renewed focus on leaving no one behind. An Accelerator Lab is being established in Panama in 2020, which will contribute to existing efforts by the organization to address complex development challenges through innovative problem-solving. The Accelerator Lab will complement the offer by UNDP and continue to strengthen its integrator role.
8. UNDP has used south-south cooperation and knowledge management for the implementation of the programme and will continue and deepen this work in the next programme. One of the most important contributions in this regard includes the creation of a platform to promote South-South and triangular cooperation initiatives within the framework of the National Cooperation Plan “*Panama Coopera* 2030”. UNDP has also fostered knowledge mechanisms and South-South Cooperation, sharing experiences with several countries in the region on municipal local citizen security plans, youth networks, and policies on care systems.
9. UNDP has been a key partner for Panama, providing expertise in the implementation of projects on governance, environment, and sustainable development and inclusion, which have had a positive impact on human rights, capacity development, knowledge sharing, and the promotion of gender equality. In the new programming cycle, UNDP will continue to work closely with counterparts to address the country's key development challenges to reduce inequalities, promote inclusion, strengthen institutions, and promote resilience and sustainability.

## II. Programme Priorities and Partnerships

1. UNDP´s vision is to contribute to Panama´s efforts toward achieving the SDGs and the Agenda 2030. In doing so, the new programme will focus on three of the four outcomes of the UNSDCF, by supporting public policies for inclusive and sustainable social and economic development; strengthening inclusive, effective and transparent governance processes and institutions, and supporting policies and intervention for sustainable environmental management, mitigation, and adaptation to climate change and resilience. Gender equality and human rights will be mainstreamed throughout the results areas. This CPD will go beyond the national level and prioritize interventions at the subnational level to build local capacity for governance and sustainable development.
2. This programme is closely aligned to the UNSDCF. It is informed by the priorities emanating from the Government Strategic Plan 2019-2024, the analysis elaborated together with the UN agencies during the development of the CCA, the consultations with more than 150 key government and civil society stakeholders in the country, organized with Ministry of Foreign Affairs (MIRE) as a national counterpart for the elaboration of UNSDCF 2021-2025. This programme is derived from and is aligned with the UNDP Strategic Plan, the signature solutions approach, and the regional strategy of strengthening effective governance: productivity, inclusion, and resilience.
3. The programme will use a multidimensional and multi-stakeholder approach for achieving these results with our key partners. Moreover, UNDP will build on strong collaboration and existing projects with over 15 local governments and 30 national government institutions (including the Ministry of the Presidency, the Ministry of Economy and Finance (MEF), MIDES, Ministry of Industry and Commerce (MICI), Ministry of Education (MEDUCA), Ministry of Labor (MITRADEL), MIRE, the Authority of Panama Canal (ACP), Ministry of Environment (MiAMBIENTE), Secretary for Science, Technology, and Innovation (SENACYT), etc.). Increased collaboration with international financial institutions is envisioned in the coming years, especially partnering with them on the post-COVID-19 recovery, in areas where UNDP has a strong value-added (i.e. social protection, education, small and medium businesses, gender equality, governance, water and coastal management, and green/blue economy).
4. UNDP will support integrated planning and institutional coordination at all levels (national and local government institutions, private sector, civil society, and academia, among others). UNDP will strengthen the measurement of SDG indicators, as well as the institutional systems and inclusive processes, that generate evidence and data-driven policy for sustainable development. UNDP will encourage the use of social innovation and new digital technologies to solve old development problems, but also new challenges raised by the COVID-19 pandemic. Innovation and digital transformation will be important components of the UNDP strategy for supporting reform, addressing key structural barriers, and responding to the needs of women and vulnerable groups in a manner that includes their social, cultural, environmental, and economic reality of the territories where they live. This will also enable a coherent strategy to support SDG achievement at the local level.
5. For addressing inclusive and sustainable economic and social development, UNDP will build on existing work and value-added in economic inclusion focusing on improving women´s and vulnerable groups' access to labor markets and essential services, including access to justice, advocating for a more egalitarian society, free from gender, age, ethnic, racial, and sexual orientation discrimination. UNDP will promote a social protection system with greater co-responsibility for care tasks between women and men, as well as between households, the State, and the market. UNDP will work in partnership with other members of the UNCT, such as the International Labour Organization (ILO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), UNICEF, UNESCO, and the United Nations Population Fund (UNFPA), to establish an accessible and comprehensive social protection system, which includes policies related to a national care system with localized services according to the specific population needs. These efforts will ensure “leaving no-one behind,” addressing the underlying drivers of exclusion and expanding essential services (including those related to education, health, security, and justice), making them adaptable to the specific characteristics of the territories.
6. UNDP will also support the government in transforming the educational system, both formal and vocational. The work will be done, together and in close coordination with the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children’s Fund (UNICEF), and the Food and Agricultural Organization (FAO); each agency will contribute with their expertise and value-added. UNDP will support the educational system to ensure high quality, competitive, inclusive, and resilient education that allows educational and employment trajectories for all, reducing educational inequality while generating human capital. UNDP will support the educational system´s digital transformation and decentralization process required to adapt to the productivity needs of the labor market. UNDP will promote academic and social inclusion through innovative methodologies and curricular content related to gender equality, environmental sustainability, and human rights.
7. UNDP will contribute to a more sustainable production and consumption model. It will work on local economic development to catalyze gender equity, sustainable human development, and the generation of livelihoods, establishing productive systems and value chains at the national and sub-national levels that are sustainable and resilient to current and/or future economic, social and environmental crises. UNDP will promote the access of micro, small, and medium-sized enterprises (MSME) to financial and non-financial services; encourage digitalization and introduction of technology to improve their sustainable production in close collaboration with MICI and the Authority for Micro, Small and Medium Enterprises (AMPYME).
8. UNDP will support Panama´s efforts to make its governance institutions and processes more inclusive, effective, and transparent at the national and sub-national levels. To support more equitable public investment focused on development results and based on territorial needs, UNDP will develop capacities for sub-national governments to manage an effective transfer of competencies, contributing effective and decentralized policies and processes. UNDP will also work with national counterparts, such as the National Authority for Transparency and Access to Information (ANTAI), to establish transparency and anti-corruption measures and more inclusive local planning and investment for women and vulnerable groups (children, youth, older adults, indigenous people, afro descendants, among others). UNDP will support integrated and strengthened governance systems and institutions at the national and sub-national levels for more resilient, inclusive, and responsive public services (including justice) and management of a future crisis, boosting the use of innovative tools and digital solutions that close the gap in access to services.
9. UNDP will support the protection of rights, access to justice, and conflict and violence prevention. UNDP will continue supporting accountability systems, that with access to accurate information, will enable the empowerment and greater participation of women, young people, and vulnerable groups in decision-making at national and sub-national levels; this will strengthen democratic values and citizen awareness and reinforce social auditing in line with the international and regional agreement, regulations and commitments. This access and space will facilitate an inclusive and expanded planning and decision-making process for sustainable local development that will bring the government closer to the community and strengthen trust in the authorities.
10. Concerning climate action, UNDP will work on further integrating climate change strategies (national and international) into policy and regulatory frameworks for climate and ecosystem-based actions. To this end, UNDP will support MiAMBIENTE and other government institutions, in fulfilling the commitments made in the Nationally Determined Contributions (NDC) and other multilateral environmental agreements, contributing to the reduction of environmental vulnerabilities and exposure to disasters and health crises. Furthermore, UNDP will support integrated water and coastal management that strengthen climate resilience and includes good practices and lessons on green and blue economy supply chains. UNDP will work with the national and local authorities to improve the policy, legal and institutional frameworks and capacities for developing nature-based solutions and climate change adaptation that generate sustainable livelihoods for the population. UNDP will collaborate with the United Nations Environment Programme (UNEP), the Global Environment Facility (GEF), and International Financing Institutions (IFIs) for this work. The programme will build on existing corporate initiatives, such as UNDP Climate Promise and UNDP NDC Support Programme, for strengthening outreach, behavioral change, and promoting environmental and climate change education, taking advantage of the digitalization disruption.
11. UNDP will work transversally in the three outcome areas while leveraging innovation, technology, and digitalization for the systematization of processes and optimized efficiency. To promote greater innovation and use of technology, UNDP will foster the development of differentiated solutions according to the specific needs of vulnerable/community groups. The programme will also promote the establishment of gender equality standards and policies in the public and private sectors, the promotion of comprehensive planning and institutional coordination at all levels, and the use of data and evidence for sustainable development policy formulation.
12. UN Women, UNDP, UNICEF, and UNFPA, given their desire to work in an integrated manner and build on their respective strengths, have agreed to promote, through their respective programmes, the necessary coordination mechanisms in order not to leave anyone behind and to accelerate the achievement of the objectives of Agenda 2030 under the UNSDCF. The Country Programme will support the efforts of the Government of Panama to achieve significant and measurable results in terms of (1) management of the social protection system with an emphasis on comprehensive care management, (2) skills development for adolescents and youth (education, employability, life skills, adaptation to climate change, prevention of adolescent pregnancy), and (3) prevention and care against all types of violence, including gender-based violence, suffered by adolescents, youth and women, within the framework of the provision of essential services.

# III. Programme and Risk Management

1. Risks identified that may affect the implementation of this programme are associated with strategic, political, institutional, financial, and environmental risks.
2. One of the main risks is the lack of political will to improve governance systems and justice. To address this, UNDP will support legal and institutional frameworks to facilitate the participation of people experiencing greater vulnerability and territories historically excluded from decision-making structures. Advocacy for civil service, effective participation, and accountability will continue.
3. Social and environmental risk is demonstrated by the possible collapse of essential services in the face of the COVID-19 crisis, including gender-based violence and social inequality during and after the pandemic. The economic revival in the early recovery phase of COVID-19 could focus only on the economic and quick profits "business as usual" without nature-based solutions, nor on the people who depend on it. As a mitigation measure, UNDP will advocate making available state, private, and international organization planning and budget allocations that consider the people and territories at risk of being left behind. It is expected that everyone will have access to basic social protection services, technical assistance, and financial resources during the recovery phase of COVID-19. The Social and Environmental Standards and Accountability Mechanism from UNDP will be applied in the programme. To implement the grievance mechanisms, stakeholder mapping will be conducted to locate those who are lagging and to create measures of inclusion and to strengthen local governance structures. This is particularly important regarding indigenous peoples to improve access to information and timely inclusive participation in relevant consultations and decision-making processes that may impact their livelihoods or the ecosystems on which they depend[[4]](#footnote-4).
4. A programmatic risk is a potential difficulty in mobilizing resources for a high-income country in a changing development cooperation scenario. To this end, the partnerships and resource mobilization strategy will be redesigned, including alliances with state, private, and international actors.
5. An issues-based multidimensional approach will be adopted, with outputs under each thematic area complementing each other, and synergies sought in interventions that can impact multiple areas (e.g., opportunities for citizen participation). Operational synergies will be leveraged, by combining various modalities of work depending on the objective (e.g., capacity development, network promotion, mediation, research, communication, etc.). Programme implementation will adopt a networked approach that both facilitates partnering with organizations, and fosters collaboration among actors/projects and programme. A Business Continuity Plan (BCP) will be in place to ensure the continuity of the programme.
6. Findings and recommendations of the ICPE and other evaluations will be used as references for this cycle. Risks will be monitored through strict compliance with the corporative requirements.
7. This country programme document outlines the contributions by UNDP to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarter levels for country programmes is prescribed in the organization’s [Programme and Operations Policies and Procedures](https://popp.undp.org/) and [Internal Control Framework](https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=7&Menu=BusinessUnit).
8. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable a response to *force majeure*. Harmonised Approach to Cash Transfers (HACT), will be used in a coordinated fashion with other UN agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

# IV. Monitoring and Evaluation

1. The Monitoring and Evaluation Plan registers and facilitates oversight; it also identifies the factors that limit and/or enhance the achievement of the results. The plan combines the lessons learned from project and outcome evaluations with monitoring the realization of the identified national priorities. The plan focuses on the identification of best practices as linked to the implementation of the programme.
2. UNDP will work with government agencies to improve mechanisms/tools for the generation and access to data especially the National Institute for Statistics and Census (INEC), MEF, and academia (i.e. University of Panama). UNDP will mainstream data generation into its projects. Moreover, specifically dedicated efforts to improve the development of evidence, including the support to the MIDES to improve monitoring and analysis capabilities for effective implementation of public policies, and the partnership with the MEF and MIDES in compliance with the Panama 2030 plan, will continue. UNDP will also contribute to strengthening the generation and availability of national development statistics.
3. The programme disaggregates indicator data, according to the most relevant criteria (gender, ethnicity, age, territory, etc.) for each intervention, based on the map of risks and resources (MRR) methodology and contributes to the UNSDCF. To improve evidence-based competencies, internal capacities for data collection and analysis will be strengthened via training and introduction of new analysis tools, in collaboration with academic institutions. UNDP will use its new Accelerator Lab to help monitor progress of the programme. Moreover, collaboration with the UNDP Regional Hub shall be extended to increase access to South-South cooperation.
4. Finally, innovation in tools and monitoring processes will provide a larger and better-quality pool of data/information and will expand the possibilities of involving beneficiaries in its implementation, through participatory statistics and visual data representation (maps, interactive sites). These methods will help develop the capabilities of partners to monitor their initiatives at the local level.

#### ANNEX A: RESULTS AND RESOURCES

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| **NATIONAL PRIORITY OR GOAL:** Good governance, Rule of, law and order, Competitive economy that generate jobs, Fight against poverty and inequality, Education, Science, Technology and culture, SDGs: 1, 2, 3, 4, 5, 8, 9,10, 11, 12, 16, 17 | | | | |
| **COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1:** *“By 2025, Panama favours economic, social, and environmentally sustainable and inclusive development: it ensures equitable access to essential quality services, livelihoods and ecosystem services for all people; it promotes inclusion, innovation, competitiveness, industrial development and entrepreneurship, with a territorial, human rights, intercultural, gender, and life-course approach and without leaving anyone behind”.*  *IRRF: 1.1.1.3 Country has data collection/analysis mechanisms providing disaggregated data to monitor progress towards the SDGs:*  *B: Yes (2020) T: Yes (2021)*  *IRRF: 2.1.2.1 Country has policy measures and institutional capacities in place to increase access to social protection schemes, disaggregated by target groups*  *B: Yes (2020) T: Yes (2021)* | | | | |
| **RELATED STRATEGIC PLAN OUTCOME:** *Outcome 1 – Advance poverty eradication in all its forms and dimensions* | | | | |
| **COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)** | **DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS *(including indicators, baselines targets)*** | **MAJOR PARTNERS / PARTNERSHIPS**  **FRAMEWORKS** | **ESTIMATED COST BY OUTCOME (US$)** |
| *I: 1.2.2 Multidimensional Poverty, by sex, location (urban/rural)*  *B: 19% (2019) -men 19.5-women 18.6 -urban 10.4 - rural 37.8*  *T: 15% (2025) -men 15.5-women 14.6 -urban 8.4 -rural 27*  *I: 1.4.2 Proportion of the*  *population living in*  *households with access to*  *basic services*  *B: 77(2019) -men 76.8-women 77.8 -urban 82.5 -rural 66*  *T: 82%(2025) -men 81.8-women 82.8 -urban 85 -rural 76* | *Data source MEF, Annual*  *Data source MIDES, Annual* | ***1.1: Policies and strategic actions supported for the establishment of a Social Protection System to help improve the access of women and vulnerable groups to decent work and sustainable livelihoods***  *I: Number of institutions supported to design/implement policy measures and/or strategic actions to improve women´s and vulnerable groups' access to decent work and sustainable livelihoods.*  *B: 3 (2020)*  *T: 10 (2025)*  *Data source MITRADEL, Annual*  *I: Number of policy measures and strategic actions that improve women´s and vulnerable groups' access to decent work and sustainable livelihoods designed/implemented at the territories.*  *B: 2 (2020)*  *T: 10 (2025)*  *Data source UNDP, Annual*  ***1.2: Local economic development processes promoted and implemented following an approach that fosters social and economic inclusion, innovation, competitiveness, gender equality, and environmental sustainability***  *I: Number of municipalities that implement gender-sensitive and environmentally sustainable local economic development processes.*  *B: 0 (2020)*  *T: 10 (2025)*  *Data source municipalities, Annual*  *I: Number of green and blue value chains supported to improve resilience to shocks and crises (environmental, economic, and social).*  *B: 0 (2020)*  *T: 10 (2025)*  *Data source UNDP, Annual*  ***1.3: Essential services (education,*** ***health, housing, water, etc.) are accessible and adaptable to the needs of the population at the subnational level***  *Reduction in performance gap in Spanish and Math test scores[[5]](#footnote-5) between top and lowest ranking schools*  *B: 68.7% Spanish; 73.5% Math (2017)*  *T: 50% Spanish; 50% Math (2025)*  *Data source MEDUCA Test Crecer* | *Government:*  *MIDES*  *MEF*  *MEDUCA*  *MITRADEL*  *INAMU (National Institute for Women)*  *INADEH (National Institute for Skill Training and Human Development)*  *Local governments*  *Private Sector*  *ONGs*  *Inter-cultural communities and indigenous groups*  *Civil society*  *Donors:*   * *GF* * *IADB, CAF, WB*   *Other partners:*  *UNFPA, UNWOMEN, UNICEF* | **Regular**  305,000 |
| **Other**  59,800,000 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NATIONAL PRIORITY OR GOAL:** Good governance, Rule of law, Competitive economy that generate jobs, Fight against poverty and inequality, Education, Science, Technology and culture, SDGs: 1, 5, 8, 9,10, 11, 16, 17 | | | | |
| **COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2:** *"By 2025, Panama has participatory governance and inclusive, effective, transparent and fair national and local institutions at the service of the people, articulated among themselves and in alliance with non-governmental actors; with a territorial, human rights, intercultural, gender, and life-course approach and leaving no one behind".*  *IRRF: 2.2.3.1 Country has strengthened institutions and systems supporting fulfillment of nationally and internationally ratified human rights obligations*  *B: Yes (2020) T: Yes (2021)*  *IRRF: 2.2.3.3 Country has strengthened capacities for governance and oversight of rule of law institutions*  *B: Yes (2020) T: Yes (2021)* | | | | |
| **RELATED STRATEGIC PLAN OUTCOME:** *Outcome 2 – Accelerate structural transformations for sustainable development* | | | | |
| **COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)** | **DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS *(including indicators, baselines targets)*** | **MAJOR PARTNERS / PARTNERSHIPS**  **FRAMEWORKS** | **ESTIMATED COST BY OUTCOME (US$)** |
| *I: 5.5.1 Proportion of seats held by women in national parliaments and local governments*  *B: 12.6% (2019)*  *T: 20% (2025)*  *I: 16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age*  *B: 18.8 men, 1.9 women (2018)*  *T: 15.0 men, 0.5 women (2025)* | *Data source TE, Annual*  *Data source Public Ministry, Annual* | ***2.1 Modernized and strengthened institutions respond to people´s and territories’ needs and deliver efficient public functions at the national and sub-national level***  *I: Number of technological and/or procedural solutions developed to improve public service delivery and other government functions at the national and sub-national levels.*  *B: 5 (2020)*  *T: 20 (2025)*  *Data source UNDP, Annual*  *I: Number of institutions (at national and sub-national level) that implement inclusive and gender-sensitive planning and participatory budgeting*  *B: 4 (2020)*  *T: 20 (2025)*  *Data source UNDP, Annual*  ***2.2: Spaces enabled for citizen participation, and interaction in decision-making and public policies and programme design, implementation and evaluation, especially for women and vulnerable groups***  *I: Number of innovative solutions that facilitate the participation of people who are left behind in decision making at national and sub-national levels.*  *B: 6 (2020)*  *T: 15 (2025)*  *Data source UNDP, Annual*  *I: Percentage of women, indigenous people, and vulnerable groups involved in decision making at all levels (disaggregated by gender, age, ethnicity/race, urban/rural).*  *B: 10% (2020)*  *T: 30% (2025)*  *Data source UNDP, Annual*  *I: Number of initiatives and/or mechanisms that promote access to reliable information and citizen participation*  *B: 1 (2020)*  *T: 15 (2025)*  *Data source UNDP, Annual*  ***2.3 Capacities of institutions and key actors enhanced to protect human rights and promote social cohesion***  *I: Number of instruments/plans that facilitate access to justice, protection of human rights and/or to prevent and address all types of violence, especially gender-based violence at the national and sub-national levels*  *B: 5 (2020)*  *T: 20 (2025)*  *Data source UNDP, Annual* | *Government:*  *Ministry of Presidency*  *MINGOB*  *MIRE*  *MICI*  *MINSEG*  *MIDES*  *MEF*  *Colon Free Zone*  *Ministry of Culture*  *National Assembly*  *Judicial Body*  *Ministry of Agricultural Development*  *University of Panama*  *Local governments*  *Private Sector*  *ONGs*  *Inter-cultural communities and indigenous groups*  *Civil society*  *Women's Political Organizations*  *Donors:*  INL, CARSI Us Embassy, AECID, EU, Korea, Banesco  *Other partners:*  *United Nations System*  *World Trade Organization* | **Regular**  305,000 |
| **Other**  40,200,000 |
| **NATIONAL PRIORITY OR GOAL:** Good governance, Rule of law, Competitive economy that generate jobs, Fight against poverty and inequality, Education, Science, Technology and culture, SDGs: 1, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16,17 | | | | |
| **COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3:** *By 2025, Panama is resilient and has implemented public policies for adaptation and mitigation of climate change, the neutrality of land degradation, protection of biodiversity, integrated environmental management and risk reduction of disasters and health crises, with a territorial, intercultural, human rights, gender, and life course approach”*  *IRRF: 2.1.1.1 Country has targets for low emission and climate-resilient development*  *B: Yes (2020) T: Yes (2021)*  *IRRF: 2.1.1.2 Country has public-private partnerships at national level to improve the enabling framework for economic diversification and green growth*  *B: Yes (2020) T: Yes (2021)* | | | | |
| **RELATED STRATEGIC PLAN OUTCOME:** *Outcome 2 – Accelerate structural transformations for sustainable development* | | | | |
| **COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)** | **DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS *(including indicators, baselines targets)*** | **MAJOR PARTNERS / PARTNERSHIPS**  **FRAMEWORKS** | **ESTIMATED COST BY OUTCOME (US$)** |
| *I: 14.5.1 Proportion of the*  *Marine surface*  *Protected*  *B: 12.6% (2019)*  *T: 15% (2025)*  *I: 15.2.1 - Area reforested by MiAMBIENTE and Managers*  *B: 65.4% (2019)*  *T: 70% (2025)* | *Data source: MiAmbiente, Annual* | ***3.1: Government institutions and municipalities have improved institutional and legal frameworks and capacities to respond to climate change and to ensure resilience to environmental vulnerabilities and emergencies***  *I: Number of national/subnational development and key sectorial*  *plans being implemented that explicitly address disaster and/or climate risk*  *management, disaggregated by those that are gender-responsive*  *B: 10 (2020)*  *T: 20 (2025)*  *Data source UNDP, Annual*  *I: Number of financial incentives and grants provided for energy efficiency and renewable energy, including credit services, that are accessible to both women and men*  *B: 0 (2020)*  *T: 5 (2025)*  *Data source UNDP, Annual*  ***3.2: Integrated water and coastal management include climate resilience and good practices in green supply chains.***  *I: Number of chemicals and waste integrated management initiatives implemented by the private sector in partnership with government and civil society*  *B: 0 (2020)*  *T: 10 (2025)*  *Data source Private Sector, Annual*  *I: Rate of participation of men and women per district and sub-watersheds engaging in green value chains (blue-green economy) over time and rates of dis-adaptation*  *B: 0% (2020)*  *T: 10% (2025)*  *Data source MiAMBIENTE, Annual*  *I: Number of institutional and/or private sector system to catalyse investments in low carbon and resilient green urban development*  *B: 0 (2020)*  *T: 5 (2025)*  *Data source MiAMBIENTE, Annual*  ***3.3: Improved national capacities for nature-based solutions (NBS) and climate change adaptation for livelihoods advanced***  *I: Number of NBS and resilient cross-sectoral livelihoods finance mechanisms developed, and funds mobilized*  *B: 0 (2020)*  *T: 10 (2025)*  *Data source MiAMBIENTE, Annual*  *I: Number of initiatives for environmental and climate change governance, environmental citizenship, public advocacy, and Escazu Regional Agreement*  *B: 0 (2020)*  *T: 10 (2025)*  *Data source MiAMBIENTE, Annual*  *I: Number of women that participate in environmental climate change governance structures at the local level, trained and empowered in the environment, and climate change.*  *B: 0 (2020)*  *T: 1,000 (2025)*  *Data source MiAMBIENTE, Annual* | *Government:*  *MiAMBIENTE*  *SENACYT*  *ACP*  *INDICASAT*  *MINSA*  *ANATI*  *National Energy Secretariat*  *Local governments*  *ONGs*  *Inter-cultural communities and indigenous groups*  *Productive organizations of the plural economy*  *Civil society*  *Donors:*   * *GEF* * *Private Sector* * *GCF* * *IKI*   *Other partners:*  *UNEP, FAO, UNDRR, UNWOMEN, UNICEF* | **Regular**  305,000 |
| **Other**  40,750,000 |

1. Informe Nacional de Desarrollo Humano Panamá 2019, PNUD. / Latinobarómetro 2019. / Transparencia Internacional. [↑](#footnote-ref-1)
2. ICPE, 2019: <https://erc.undp.org/evaluation/evaluations/detail/12284> [↑](#footnote-ref-2)
3. ICPE, 2019. [↑](#footnote-ref-3)
4. The programme will continue with the implementation of the SECU action plan. [↑](#footnote-ref-4)
5. Indicator is meassure with third graders test scores. [↑](#footnote-ref-5)