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Regional programme document for Latin America and the Caribbean (2022–2025)

Contents

Please recycle

I. Programme rationale

1.   The overarching vision of the regional programme for Latin America and the Caribbean, 2022-2025 is to build productive, inclusive and resilient societies, driven by effective governance, advancing towards achieving the Sustainable Development Goals. Over previous decades, the region has seen significant poverty reduction, advancement of human development and increased well-being across multiple dimensions. As people's lives have improved, their countries' economies have also grown. However, while Latin America and the Caribbean has become a middle-income region, it remains the second most unequal region in the world,[1] characterized by both a high concentration of income at the top[2] and a high degree of vulnerability to poverty.[3]

2.   Structural elements that undermine the region's progress toward the Goals include:

(a)   Low productivity (reflecting limited technological innovation and allocative inefficiency) is a defining feature of many economies. In contrast with factor accumulation, which to date has played the dominant role in driving growth in the region, total factor productivity has made a null (and in some cases, a negative) contribution to long-term growth;[4]

(b)   Progress does not reach all groups evenly. Inequalities within and between groups persist across multiple dimensions of well-being, including access to public goods and services, voice and agency. For example, despite women's increased labour-force participation, the rate still lags behind that of men (32 per cent lower on average);[5]

(c)   The region continues to confront a set of (often interdependent) economic, political, environmental and epidemiological shocks. Such "systemic risks" are critical for small island developing States in the Caribbean, where hazards affect countries' entire populations, territories and economies;[6]

(d)   Inequalities in citizens' influence undermine the responsiveness and accountability of Governments in the region. Currently, around three in four Latin Americans believe that their countries are governed in the interest of a few powerful groups[7] and just one in four has some or a lot of confidence in their Government.[8] Moreover, where governance fails to process conflict effectively, societies may turn to violence. Latin America and the Caribbean is one of the most violent regions in the world, with particularly high rates of violence against groups such as women and girls, indigenous peoples and lesbian, gay, bisexual, transgender and intersex (LGBTI) persons.[9] Political parity is also a pending issue in the region, considering that the share of women members of parliaments is below 30 per cent and only 15.5 per cent of elected majors are women (2018).[10]

3.   In the context of the coronavirus disease (COVID-19) pandemic, structural challenges have acted as "pre-existing conditions" that made the region more

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[1] UNDP, Regional Human Development Report 2021, *Trapped: High Inequality and Low Growth in Latin America and the Caribbean*, New York, 2021.
[2] World Inequality Database
(https://wid.world/share/#0/countriestimeseries/sptinc_p99p100_z/XL/last/eu/k/p/yearly/s/false/20.593/26/curve/false).
[3] World Bank, LAC Equity Lab: Poverty – Poverty Rate (www.worldbank.org/en/topic/poverty/lac-equity-lab1/poverty/head-count).
[4] Regional Human Development Report, 2021.
[5] Ibid.
[6] UNDRR (2019). *Global Assessment Report on Disaster Risk Reduction.*
[7] Latinobarómetro *Informe 2021.*
[8] Data for 2018 from the Latin American Public Opinion Project (https://www.vanderbilt.edu/lapop/).
[9] UNODC 2019, *Global Study on Homicide 2019* (Vienna, 2019); OECD 2020, *Addressing femicide in the context of rampant violence against women in Latin America*; Global Witness 2019, *Enemies of the State?: How governments and business silence land and environmental defenders*, July 2019; SinViolencia LGBTI 2019 *El prejuicio no conoce fronteras: Homicidios de lesbianas, gay, bisexuales, trans en países de América Latina y el Caribe 2014–2019* https://sinviolencia.lgbt/wp-content/uploads/2019/08/Informe_Prejuicios_compressed.pdf
[10] UNDP and UN-WOMEN, 2020. "Surcando olas y contra-olas: una mirada paritaria a los derechos políticos de las mujeres en América Latina".

vulnerable to the pandemic's impacts. Beyond the disproportionately severe health crisis and loss of life,[11] countries in Latin America and the Caribbean continue to grapple with multiple economic, social and governance crises that threaten decades of progress. In 2020, real gross domestic product (GDP) contracted by 7 per cent (the sharpest contraction in the world)[12] and an estimated additional 22 million people were pushed into poverty.[13] This is taking place in a context of increasingly constrained fiscal space. As of December 2020, central government gross public debt remained elevated at 56.2 per cent of GDP in Latin America and 88 per cent in the Caribbean.[14] In the medium term, debt service is expected to crowd out other expenses, and over-indebtedness could restrict economic growth.[15]

4.   The joint effects of the pandemic and structural challenges deepened many of the region's pre-existing inequalities, as the most vulnerable were disproportionately affected. For example, this materialized in rising domestic violence (calls to helplines spiked in the wake of lockdowns);[16] growing gaps in educational access across digital divides as in-person schools closed (66 per cent of the richest quintile have an Internet connection at home, compared to 23 per cent of the poorest quintile);[17] widening gaps in employment and labour force participation between men and women (women are overrepresented in sectors negatively affected by the pandemic);[18] and a divide between formal and informal workers in access to social protection schemes (between 35 and 82 per cent of the labour force are excluded from contributory social insurance).[19]

5.   Beyond the pandemic, the region is facing other shocks. In 2019, protests revealed a collective "crisis of expectations" among citizens, reflecting frustrations over unmet development goals and limited trust in institutions. In recent years, the region has also witnessed a large-scale increase in migrants and refugees fuelled by high levels of crime and violence, fragile institutions and inequalities. Additionally, the region continues to suffer from recurrent disasters triggered by natural hazards. In 2020, Latin America and the Caribbean faced 30 named storms, including two Category 4 hurricanes (Eta and Iota); in August 2021, Haiti suffered a devastating 7.2 magnitude earthquake.

6.   In the age of the Anthropocene, Latin America and the Caribbean face the increasingly urgent challenge of pursuing a development agenda that balances people and the planet. Continued loss of biodiversity, degradation of ecosystems and greenhouse gas emissions, driven by unsustainable consumption and production patterns, have increased the region's vulnerability to climate change alongside other systemic risks. Latin America and the Caribbean (in particular, small island developing States) is one of the regions most affected by the cascading negative impacts of climate change such as heatwaves, decreased crop yields, wildfires, coral reef depletion and extreme sea-level events.[20] As women have less access to coping mechanisms, they are affected disproportionately by climate change.

7.   Through the regional programme 2018-2021, UNDP supported national Governments and regional organizations to address many of the above-mentioned challenges, as concluded

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[11] Despite being home to less than 10 per cent of the global population, Latin America and the Caribbean has faced almost 20 per cent of global confirmed COVID-19 cases and over 30 per cent of confirmed deaths. Authors' calculations based on data as of 1 September 2021 from Our World in Data (https://ourworldindata.org/coronavirus).

[12] IMF 2021. *World Economic Outlook Update (July 2021)*.

[13] Economic Commission for Latin America and the Caribbean (ECLAC) 2021. *The recovery paradox in Latin America and the Caribbean Growth amid persisting structural problems: inequality, poverty and low investment and productivity*.

[14] ECLAC, Economic Survey of Latin America and the Caribbean, 2021 (LC/PUB.2021/10-P/Rev.1), Santiago, 2021.

[15] Cárdenas and Guzmán Ayala 2021. *Planning a Sustainable Post-Pandemic Recovery in Latin America and the Caribbean.* UNDP Latin America and the Caribbean C19 PDS 21.

[16] UNDP Latin American and the Caribbean, Director's Blog: Graph For Thought. 2020."No safer place than home?: The increase in domestic and gender-based violence during COVID-19 lockdowns in LAC".

[17] Regional Human Development Report, 2021.

[18] ECLAC 2021. *The economic autonomy of women in a sustainable recovery with equality*, February 2021.

[19] Regional Human Development Report, 2021.

[20] World Meteorological Organization. 2021. *State of the Climate in Latin America and the Caribbean 2020*.

in the final evaluation of the programme. To boost productivity, UNDP supported countries to address underlying determinants of low growth, including crime and violence, weak female labour-force participation and unequal access to digital technologies. To promote inclusion, UNDP supported the design, implementation and expansion of social protection systems. To build resilience, UNDP developed green recovery plans and integrated disaster risk reduction and climate change adaptation into national development strategies. To strengthen governance, UNDP supported countries to improve State capacities, promote women's political participation and manage conflict. UNDP was at the forefront of delivering a comprehensive COVID-19 response, spearheading the gender-sensitive socioeconomic impact assessments of the United Nations system and launching a COVID-19 policy document series (in collaboration with academic institutions) providing country-specific assessments of the pandemic's impacts alongside policy guidance for protecting the most vulnerable.

8.   These results were achieved by leveraging cooperation with institutional partners (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), International Labor Organization (ILO)) and regional partners (Central American Integration System, Caribbean Disaster Emergency Management Agency (CDEMA) and the Coordination Centre for Natural Disaster Prevention in Central America (Centro de Coordinación para la Prevención de los Desastres Naturales en Centroamérica (CEPREDENAC); and by fostering South-South and triangular cooperation, e.g., between Cuba and Caribbean countries for strengthening early warning systems. The final evaluation of the regional programme concluded that UNDP succeeded in reestablishing its strategic position in the region, particularly through its positioning as a thought leader, its promotion of data and evidence-based policies and the technical capacity of its activities.[21]

9.   The programme for 2022-2025 builds on this progress and further strengthens the regional offer by incorporating the lessons learned identified by the evaluation, based on consultations with stakeholders.

10.   The following areas will be continued:

(a) **Adaptability and responsiveness**. The regional programme was flexible in adapting and responding to country and regional needs. This was observed during the COVID-19 pandemic through the delivery of rapid assessments, mobilization of resources and promotion of knowledge exchange by UNDP;

(b) **Knowledge products and regional public goods to inform policy**. Stakeholders consider that UNDP generated knowledge and tools that informed their countries' policymaking, including the Regional Human Development Report, Multidimensional Poverty Index, the Sustainable Development Goals Bond and the Policy Priority Inference Tool;

(c) **Cross-cutting gender-sensitive approaches**. By integrating gender equality, the regional programme accelerated development results. Stakeholders acclaimed UNDP efforts in gender mainstreaming, including the "ATENEA" project for acceleration of women's political participation, the Gender Equality Seal and pedagogy spaces on domestic violence and care.

11.   The following areas will be enhanced:

(a) **Strengthen demand**. The regional programme was seen to be supply-driven, especially where specific tools existed. While not necessarily considered a negative issue, stakeholders recommend to fine-tune the supply to generate the demand[22] and diversify the offer to be more adaptable to the region's heterogeneous country contexts

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[21] Center for Education and Social Studies 2021. *Evaluation of the Regional Programme for Latin America and the Caribbean 2018-2021,*
[22] Interviews with resident representatives and regional teams.

and specific development priorities (such as in small island developing States and Haiti);

(b) **Innovation and digitalization**. Stakeholders called for UNDP to spearhead innovative initiatives to accelerate development progress. A more proactive role in this area would promote the strategic positioning of UNDP and facilitate new partnerships. Consultations indicated a strong need for digitalization and data support, which have become only more relevant in the context of COVID-19;

(c) **Systems approach**. Stakeholders called for a more systemic approach that embraces complex development challenges. This implies concerted efforts to break out of silos and to promote portfolio- and issue-based approaches that leverage cross-border and cross-sectoral collaborations.

12. As countries recover from COVID-19, UNDP has an opportunity to accelerate the speed and scale of development progress in the region. While COVID-19 brought new challenges and exacerbated existing ones, it also opened new policy and financing spaces to advance bold ideas, from inclusive digitalization to universal social protection and greener drivers of growth.

13. Considering the current regional context and the lessons learned, UNDP can leverage its institutional advantage to strategically partner with internal and external stakeholders to promote these changes and help countries get on track to achieve the Sustainable Development Goals.

(a) As a thought leader and broker of knowledge, UNDP is uniquely positioned to deliver tailored, timely and policy-relevant research. Thus, it will leverage tools such as the Regional Human Development Report, the COVID-19 policy paper series, the effective governance narrative and the Latin America and the Caribbean research centres to deepen its ongoing country support;

(b) As a trusted partner for Governments, regional and subregional institutions, international financial institutions (IFIs) and the private sector, UNDP is uniquely positioned to develop partnerships for financing green and digital transformations. Consequently, UNDP will strengthen collaborations to expand financing for development as was done with the region's first-ever Sustainable Development Goals bond in Mexico;

(c) As a regional convenor, UNDP is uniquely positioned to leverage global, regional and subregional networks to support the co-creation and implementation of local and national solutions. Regional inter-agency collaboration will be expanded to scale up partnerships like the one established with UN-Women and the United Nations Population Fund with the Spotlight Initiative in Latin America and the Caribbean.

II. Programme priorities and partnerships

14. To contribute to the overarching goal and help countries address the interrelated structural issues exacerbated by the pandemic, UNDP will implement an intersectoral portfolio designed to tackle complex systemic challenges. The programme is closely aligned with the three directions of change of the Strategic Plan and leverages the six signature solutions and three enablers in four programmatic outcomes: inclusive and sustainable growth; equity and inclusion; resilient sustainable development and green recovery; and effective governance. These are grounded in the "regionality principles"[23] with system-wide solutions to existing and emerging challenges that cannot be addressed in silos and require an integrated regional approach. Promoting growth (outcome 1) is critical for inclusion (outcome 2), but both must be

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[23] Regional public goods/services; inter-regionality; cross-border externalities; awareness/action on sensitive and emerging issues; regional innovation; regional and subregional partnership-building; and knowledge generation and sharing of experience and expertise, including through South-South and triangular cooperation.

done in a way that is sustainable in the long term (outcome 3). All three of these outcomes depend on effective governance (outcome 4) as a precondition.

15. The proposed strategy was identified as the best fit for Latin America and the Caribbean, based on analysis of the most pressing development challenges and an extensive process of consultations with a broad range of stakeholders to prioritize key actions areas for UNDP. Consultations were conducted with the Regional Bureau Advisory Board, UNDP resident representatives, country offices, government representatives, academia, international and regional organizations, donors, the private sector, civil society and Member States, both at a technical level and with Permanent Representatives. As reflected in the outcomes and outputs, stakeholders consistently recognized the need for UNDP to tackle the drivers of low productivity and deepening inequality and exclusion, and highlighted green, resilient and inclusive economic recovery and effective governance as broad priority areas for UNDP. To this end, UNDP will scale up regional and global best practices and expertise, adapting them to local contexts to complement national efforts through South-South and triangular cooperation, innovation, evidence and knowledge generation and advocacy while promoting systems and portfolio approaches. These efforts will be powered by the comparative advantage and positioning of UNDP in the region and underpinned by stakeholder engagement, donor support, the commitment of Governments to reforms and the availability of data.

16. The programme will partner with national and regional institutions; United Nations agencies (the Economic Commission for Latin America and the Caribbean (ECLAC), the Food and Agriculture Organization of the United Nations (FAO), ILO, International Organization for Migration (IOM), United Nations Environment Programme (UNEP), United Nations Children's Fund (UNICEF) and UN-Women)); IFIs (International Monetary Fund (IMF), Inter-American Development Bank (IDB) and the World Bank; bilateral and multilateral donors; and civil society.

17. In line with the evaluation's recommendations, country demand and the SAMOA Pathway, the programme will deepen its engagement in the Caribbean, focusing on climate change, institutional strengthening, citizen security and disaster risk reduction. UNDP will continue enabling and scaling up gender-responsive disaster recovery, climate and environmental resilience in the Caribbean and promoting laws and policies that advance the rights of women and girls.

Inclusive and sustainable growth

18. This outcome focuses on addressing structural challenges related to low productivity and the need for stable economic recovery in the wake of the pandemic. The outcome theory of change states that: if small and medium-sized enterprises increase their productivity and resilience and improve their access to services, digital technologies and markets; if conditions are enabled for equitable access to decent jobs for women and vulnerable populations; and if public and private financing for development is expanded; then Latin American and Caribbean countries would benefit from reinvigorated inclusive and sustainable growth. Through this outcome, UNDP will contribute to structural transformation, one of the three "directions of change" elaborated in the Strategic Plan, engaging with the UNDP signature solutions on poverty, resilience and gender equality and leveraging digitalization and financing as enablers.

19. UNDP will work with Governments to develop innovative policies, tools and mechanisms that increase productivity, particularly of small and medium-sized enterprises; improve access to decent work for vulnerable groups; and expand financing for development while building national capacities and supporting public and private partnerships. UNDP will partner with national and local institutions to ensure alignment and ownership; the private sector to build capacities to enhance productivity; and the financial sector to find innovative funding sources. UNDP will collaborate with ILO, UN-Women, the United Nations Global Compact and IFIs,

leveraging the experience of the Gender Equality Seal for the Private Sector to advance gender equality and women's empowerment in the workplace.

20. To improve access to services, digital technologies and markets for small and medium-sized enterprises, particularly those led and owned by women, UNDP will: (a) strengthen policies, mechanisms and incentives to improve the quality and access of financial, digital and capacity-building services for these businesses; (b) strengthen normative frameworks to incentivize start-ups and new businesses; (c) support the transformation of value chains, industries and sectors towards sustainability and the circular economy; (d) foster access to a reliable and affordable energy supply; and (e) promote digital services for productivity and resilience. UNDP will scale up partnerships with local and national governments, the private sector and academia.

21. To enable conditions for equitable access to decent jobs for women and vulnerable groups, UNDP will: (a) promote inclusive and intersectional labour policies integrating racial, gender, age and territorial variables; (b) support increased integration of women and vulnerable groups in labour markets to mitigate exclusions deepened by COVID-19; (c) advocate for the inclusion of the care economy in policies for increased women's participation; and (d) foster equal access to digital skills. UNDP will partner with ILO, leveraging its post-disaster recovery and decent employment expertise, to strengthen social protection systems and improve inclusive business methodologies. UNDP will work with the private sector and academia to include women in male-dominated industries, scaling up its experience in promoting gender equality in the private sector and generating inclusive opportunities in promising economic sectors such as renewable energies, efficient transportation, green jobs and digital industries.

22. UNDP will promote the expansion of public and private financing for development by: (a) facilitating access to financial instruments (including green finance), technologies and services; (b) advocating for increased fiscal space; (c) promoting public and private investment in climate action for productivity and nature-based solutions, integrated with national visions for sustainable development and climate change, including mitigation measures; and (d) supporting the development of laws and regulations that incentivize investment. UNDP will partner with UNEP on the regional taxonomy of sustainable finances and with the IDB, IMF and the Organisation for Economic Co-operation and Development to support financing for development.

Equity and inclusion

23. This outcome addresses structural challenges related to inequality and vulnerability that have been deepened by the pandemic. The theory of change states that if social protection systems become universal, inclusive, fiscally sustainable and growth-friendly; if women and vulnerable groups had greater access to decision-making, financial and digital services and increased capacity for asset accumulation; and if countries address social norms and practices hindering inclusion, then countries will benefit from greater equity and inclusion, leaving no one behind. The outcome is aligned with Strategic Plan outcome 2, leaving no one behind, with the signature solutions on poverty, governance and gender equality and the innovation and digitalization enablers.

24. UNDP will craft integrated cross-sectoral solutions by scaling up policy advice, evidence and knowledge generation, advocacy and South-South and triangular cooperation to increase the inclusion of women, excluded groups (indigenous peoples, Afrodescendant populations, migrants, persons with disabilities, rural populations, LGBTI persons, people living with HIV or AIDS) and other vulnerable groups (such people living in poverty or vulnerable to poverty). UNDP will consult and partner with these groups in the design of policies and actions to foster inclusion. Rather than addressing the exclusion of each group specifically, UNDP will focus on the structural causes of exclusion and vulnerability and generate tools to increase access to

decision-making processes and productive services, assets and knowledge. UNDP will work to understand and reduce the digital divide that perpetuates exclusion.

25. UNDP will partner with national and local authorities, the Spanish Agency for International Development Cooperation (Agencia Española de Cooperación Internacional para el Desarrollo (AECID)) and the World Bank to promote universal, inclusive, fiscally sustainable and growth-friendly social protection systems. It will: (a) improve institutional capacities for integrated, data-driven and evidence-based policies that reach vulnerable populations; (b) support countries to establish fiscally sustainable systems; (c) ensure that policies are coherent with growth and productivity strategies; and (d) as a sector exacerbated by COVID-19, strengthen institutional capacities, policies and tools for comprehensive care systems that cover women, the elderly, youth, migrants and other vulnerable groups.

26. UNDP will work to increase the participation of women and vulnerable groups in decision-making, access to financial and digital services and capacities for asset accumulation. It will: (a) facilitate spaces and tools to enhance inclusion in the policy arena; (b) support gender-responsive policies and instruments, fostering greater access to services and promoting increased use, control and ownership of productive and financial resources and assets; and (c) contribute to developing policies and tools that reduce the digital divide for women and vulnerable groups. UNDP will work with IFIs, the private sector and microfinance institutions to promote women's financial inclusion and develop tailored financial products, services and gender-responsive financing instruments.

27. UNDP will scale up global partnerships with ECLAC, FAO, ILO, IOM, UNICEF and UN-Women to advocate changes in social norms and legal frameworks that generate exclusions, especially on gender and care. UNDP will generate mechanisms for a deeper understanding of the multidimensionality of poverty and exclusion; and spearhead knowledge generation and dialogue between different stakeholders from Governments and civil society towards greater inclusion of vulnerable groups.

Resilient sustainable development and green recovery

28. This outcome focuses on addressing structural challenges related to recurrent shocks and the need to balance people and the planet. The theory of change posits that if the vision, strategies and decision-making for development in Latin America and the Caribbean are aligned with objectives for climate change mitigation and adaptation, protecting nature, disaster risk reduction and resilience; if financial strategies and budget allocations support the transition of key economic sectors towards green and climate-resilient development; and if stakeholders are equipped with strengthened capacities and opportunities to foster sustainable development solutions and enhance their resilience; then countries will benefit from resilient, gender-responsive and risk-informed sustainable development and green recovery. The outcome aligns with the Strategic Plan direction of change for building resilience, the signature solutions on governance, resilience, environment, energy and gender equality, and the financing and innovation enablers.

29. With an emphasis on Caribbean small island developing States, UNDP will promote the region's economic development, considering and internalizing the socioeconomic and environmental impacts of climate change, nature degradation and disasters. UNDP will scale up practical interventions, generate evidence and knowledge, strengthen capacities, foster innovation and strengthen intersectorality between different levels of government. It will support policies, financing and governance for sustainable development and green recovery that reduce power asymmetries, inequalities and vulnerabilities, especially among women, indigenous and Afrodescendant populations and those affected by climate change, land degradation and mining. UNDP will safeguard the resources upon which the region's current

and future economic growth and livelihoods of vulnerable populations depend, while enhancing the region's resilience to future shocks.

30. UNDP will scale up integrated solutions to build resilience through evidence-based, risk-informed and gender-responsive policymaking and planning and fostering South-South and triangular cooperation, especially in the Caribbean. UNDP will work with ministries, Parliamentary committees, academia, national disaster management systems, CDEMA, CEPREDENAC, the United Nations Office for Disaster Risk Reduction and donors like the European Civil Protection and Humanitarian Aid Operations (ECHO) to promote harmonized agendas for climate change, biodiversity and disaster risk reduction with comprehensive resilience-building approaches and enhancement of existing human and financial resources.

31. UNDP will partner with ministries of finance, national and regional disaster risk management systems; development banks and funds (Global Environment Facility, Green Climate Fund)); international non-governmental organizations (NGOs) (Conservation International, the Nature Conservancy); the International Renewable Energy Agency); and with FAO and UNEP to: (a) advance innovative financial de-risking mechanisms (such as nature performance bonds, payments for environmental results, carbon pricing, tax incentives); (b) support the greening of value chains and small and medium-sized enterprises for sustainable production and consumption; and (c) strengthen capacities to leverage multiple sources of investments to scale up risk-informed, gender-responsive recovery, energy transition, climate change adaptation and green infrastructure.

32. In partnership with IOM, UNEP, UNICEF, ECHO and IFIs, UNDP will strengthen the capacities and engagement of sectoral ministries, Parliamentary commissions, subregional partners such as CDEMA, CEPREDENAC, NGOs, academia and indigenous populations for stronger policies and behaviour change, including at the local level, to foster sustainable development solutions and enhance their resilience. UNDP will increase the understanding of climate change as a driver of migration flows and strengthen capacities to better understand and cope with the composite nature of systemic risks (climate, physical and biological hazards) and put in place strong preparedness and recovery planning. UNDP will work on consensus-building and facilitate dialogue among key stakeholders to generate the policies that would prevent climate and environmental change risks.

Effective governance

33. This outcome focuses on addressing structural challenges related to the way actors reach and sustain agreements to resolve conflicts and promote development. The theory of change stipulates that if mechanisms are enhanced for inclusive civic engagement and dialogue, particularly for women, which strengthens the legitimacy of institutions and builds trust; if solutions are enabled to strengthen the rule of law, citizen security and access to justice for enhanced social cohesion, peaceful coexistence and protection of human rights; and if national and local-level capacities are increased for evidence-based decision-making and leveraging innovation, then countries will benefit from structural transformations towards resilient and sustainable societies, underpinned by effective governance. The outcome is aligned with Strategic Plan direction 1 (structural transformation), the signature solutions on governance, resilience and gender equality and the innovation and digitalization enablers.

34. The outcome underpins the other outcomes, focusing on the institutional functions (such as commitment, coordination and cooperation) needed to achieve productivity, inclusion and resilience for the benefit of women and vulnerable populations, specifically LGBTI persons, migrants and youth. UNDP will strengthen underlying systems, processes and structures that enhance how actors interact. With a specific focus on citizen security in Central America and the Caribbean, UNDP will scale up synergies with regional initiatives to provide policy advice and advocacy, promote innovation, evidence and knowledge generation within government

institutions and build capacities while fostering interregional South-South and triangular cooperation.

35. UNDP will work with civil society and election management bodies, electoral assistance departments, national and subnational legislatures, the International Institute for Democracy and Electoral Assistance, the International Foundation for Electoral Systems, ParlAmericas, the Inter-Parliamentary Union, Office of the United Nations High Commissioner for Human Rights (OHCHR) and IFIs to strengthen inclusive and responsive citizen engagement and dialogue between institutions and citizens that promotes the reconstruction of trust and legitimacy of public institutions. This will be done by: (a) furthering the integrity of political representation mechanisms in Latin America and the Caribbean; (b) fostering civil society oversight of public procurement and integrity of information; (c) enabling free, safe and inclusive civic spaces with strong protection of civic freedoms; and (d) promoting innovative agendas on climate justice.

36. UNDP will focus on the rule of law in its commitment to people-centred and gender-sensitive justice and citizen security. Scaling up South-South and triangular cooperation in the Caribbean and Central America, UNDP will work with regional, national and subnational institutions, NGOs, academia, the private sector, multilateral donors and IFIs to: (a) support accessible, responsive and effective justice; (b) advance innovative institutional transformation and action plans to reduce violence against women and girls and gender-based violence in public and private spheres; and (c) facilitate dialogues and consensus-building to promote peaceful coexistence while increasing equity and upholding human rights.

37. Partnering with national regulators, the United Nations Educational, Scientific and Cultural Organization, the private sector, media and academia, UNDP will support institutions to be more efficient in the provision of public services, strengthening State capacities at the national and local levels by: (a) producing evidence-based policies and providing innovative, accountable public services; (b) strengthening institutional capacities to curb corruption; (c) promoting inclusive and transparent fiscal policies; and (d) fostering laws and regulations for open data access and data interoperability.

Alliances and resource mobilization strategy

38. The regional programme will pursue client-oriented partnerships beyond financing agreements to promote regional development focused on inclusion, resilience, productivity and effective governance. UNDP will scale up partnerships with traditional global and regional allies and foster new alliances with emerging partners through joint programming and cooperation platforms, leveraging the technical, financial and political resources and knowledge of public and private sector partners.

39. The UNDP partnership and communication strategy presents an offer that is coherent with the external drivers of change and addresses internal risk factors to maintain the relevance of UNDP in the region while shifting towards a more diversified, sustainable funding base. This will be enabled through: (a) positioning UNDP as a thought leader and knowledge broker across disciplines to address government needs, in partnership with the UNDP network of research centres, the Inter-American Dialogue and the European Union; (b) strengthening the position of UNDP as a trusted partner to deliver development results transparently and efficiently; and (c) leveraging the UNDP position as regional convenor to mobilize finance, develop innovative initiatives and provide technical expertise at scale across countries.

40. UNDP will consolidate its financing partnerships with AECID, the United States Agency for International Development (USAID) and European Union and leverage regional private sector partnerships with Visa, AT&T and Grupo PRISA)/Santillana to create funding opportunities to accelerate achievement of the Sustainable Development Goals. UNDP will strengthen partnerships with regional organizations like the Ibero-American General Secretariat, the Central American Integration System, the Organization of American States,

Community of Latin American and Caribbean States and the Caribbean Community (CARICOM) to address the root causes of structural development challenges.

41. UNDP will continue engaging with the United Nations development system within the Regional Collaborative Platform for Latin America and the Caribbean and its issues-based coalitions. UNDP and ECLAC, as co-vice chairs of the platform, will set out the strategic direction for integrated and coordinated support to countries to achieve the Sustainable Development Goals through regional and cross-border analysis and initiatives aligned with national development needs and priorities. UNDP will also continue inter-agency cooperation, particularly regarding the socioeconomic response to COVID-19.

42. In line with the programme's priority areas, UNDP will continue co-chairing the issue-based coalitions on equitable growth, financing for development and governance and institutions and the working group on youth. UNDP will participate actively in the coalitions on climate change and resilience, on crime and violence and on human mobility; and in the thematic working group on gender equality and empowerment of women and girls, the Peer Support Group and the Sustainable Development Goals Data and Statistics Group. UNDP will co-lead the Regional Operations Management Team, the Knowledge Management Hub Steering Committee for Latin America and the Caribbean ("SDG Gateway") and the Partnerships and Communication Group.

43. UNDP and ECLAC will support the alignment of national development plans with the Goals and target public and private investments for the 2030 Agenda for Sustainable Development. Working with national statistical institutions, UNDP will help countries improve statistics on social protection, multidimensional poverty indicators and indicators for measuring progress towards the Goals. Through the UNDP integration platform for the Goals, UNDP will partner with the World Health Organization to lead a multidimensional poverty analysis of vaccine equity measuring vulnerability.

44. UNDP will support systemic solutions for complex development challenges at the regional and country levels. It will develop and implement cutting-edge methodologies to understand the interconnection, synergies, gaps and trade-offs between the Goals and to accelerate their achievement. It will also support data generation to monitor the Goals through partnerships with the Commitment to Equity Institute at Tulane University, which generates data on fiscal redistribution, and with the World Bank.

III. Programme and risk management

45. This regional programme document outlines the UNDP contributions to regional results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme. Direction and oversight of the programme will be the responsibility of the Director of the Regional Bureau for Latin America and the Caribbean. Under the direct supervision of the Deputy Director, the regional hub manager in Panama will be responsible for ensuring the effective management and monitoring of the regional programme and regional projects.

46. The regional programme 2022-2025 will be implemented in consultation with country offices, mainly through regional projects with direct implementation modality, designed to scale up accumulated knowledge, experience and technical competencies. Regional and subregional activities will be implemented with targeted country-level components, coordinated and agreed upon within annual workplans. Design of initiatives will imply concerted efforts towards more portfolio- and issue-based approaches.

47. An Advisory Board (consisting of resident representatives, senior management from central bureaux and experts as needed) will support implementation, provide quality assurance and help validate the programme's relevance vis-à-vis country and global activities. External

oversight will be exercised as prescribed by UNDP norms, ensuring the involvement of internal and external stakeholders. Networks of existing and emerging partners interested in sponsoring regional initiatives will participate in programme oversight as needed.

48. The regional programme will apply UNDP programme policies and norms for its implementation and quality assurance. Accountabilities of managers at the country, regional, and headquarters levels for the programme are prescribed in the UNDP programme and operations policies and procedures and internal control framework.

49. A diversified partner base, including third-party cost sharing, multilateral donors and private sector partnerships, will contribute to meeting the resource needs of the regional programme and minimizing the risk generated by declining regular (core) resources and traditional other resources (non-core) funding sources. A resource mobilization implementation plan will be used to approach new donors and funding sources, including the private sector, leveraging opportunities identified in the regional pipeline. The total programme financing is estimated at $70.3 million: $20.6 million in regular resources and $49.7 million in other resources. In accordance with Executive Board decision 2013/32, all direct costs associated with project implementation should be charged to the concerned projects. The harmonized approach to cash transfers will be used to manage financial risks when involving external partners as responsible parties in the implementation of regional projects.

50. Despite the diversity of the region, common systemic challenges imply shared programmatic and operational risks that call for integrated monitoring and mitigation measures across all outcomes.

51. The main programmatic risks include the deterioration of the current public health emergency, deepening economic and political crises, weakened rule of law, climate crisis and recurrent natural hazards, and a reduced funding landscape. These risks may cause operational obstacles to programme implementation. There is also a risk of a decline in political will for gender equality in national agendas. Emergency restrictions could have an adverse impact on the enjoyment of human rights.

52. Risks will be monitored through analytical and early warning mechanisms, embedded in risk logs and programme and project monitoring tools. While the regional programme does not envisage any potential risks to the rights of vulnerable populations or the environment as a result of UNDP activities, UNDP will apply risk-informed programming through regular context analysis, adaptive learning and management to detect and mitigate early signs thereof.

53. Risks will be mitigated by applying UNDP social and environmental standards, accountability structures and grievance mechanisms. The UNDP enterprise risk management policy's contingency measures will ensure that any significant changes in circumstances, including reduced regular resources funding, can be mitigated in an adequate and timely fashion by scaling down development interventions and deliverables in coordination with stakeholders and prioritizing the implementation of the Goals, crisis prevention and post-disaster recovery efforts. Other measures include: course corrections through adaptive management and revisions of the theory of change to maintain programme relevance; maximizing synergies among initiatives, providing virtual modalities for technical assistance and accelerating ownership transfer to stakeholders to mitigate risks to programme effectiveness, efficiency and sustainability; facilitating political dialogues, building a coherent United Nations narrative and supporting the development of regional gender equality frameworks developed at various regional forums, to tackle human rights concerns and political crises; and increasing resource mobilization efforts to address funding considerations.

IV. Monitoring and evaluation

54. Following the evaluation's recommendations, the regional programme will improve monitoring. Programme outcome indicators will connect regional-level interventions with global objectives and capture the UNDP value added of "soft" assistance beyond tangible outputs.

55. The programme's monitoring framework includes outcome and output indicators, which: (a) are relevant to the programme's focus and priorities; (b) are aligned with the selected Sustainable Development Goal indicators and the UNDP Strategic Plan integrated results and resources framework, 2022-2025; and (c) can be measured and monitored efficiently using varied sources of data to capture interconnections among results. Consideration was given to ensuring that the output indicators demonstrate regional contributions, including beneficiary groups. Progress toward the programme's planned results and resources will be monitored quarterly and annually in planning, budgeting and monitoring exercises. The programme and projects will be subject to institutional processes consistent with UNDP standards and commitments. Annually, the programme will report progress and achievements in the results-oriented annual report of the Regional Bureau. At least one project evaluation per outcome will be conducted in tandem with the programme's final evaluation to report progress against planned results and provide necessary corrective actions.

56. The regional programme will use the gender markers on regional projects to monitor investments (15 per cent budget) and improve accountability, tools and indicators to measure gender results. Efforts will be made to minimize the number of small investments in gender projects and help them incorporate gender actions and results into their planning and budgeting. At least 5 per cent of programme budget, proportionately charged to projects, will be allocated for monitoring, evaluation and communication.

57. A multi-year policy research and knowledge management agenda is reflected in the results framework through the planned activities and expected results. This agenda will be updated through a continuous engagement with development partners, academia and think tanks. In this regard, UNDP will continue collaboration with its established network of research centres from across the region to provide cutting-edge knowledge and expertise to Governments to better inform policies.

Annex. Results and resources framework

Related SDG: *1,2,5,7,8,9,10,11, 12,13,17*				
REGIONAL PROGRAMME OUTCOME #1: Reinvigorated inclusive and sustainable growth, through enhanced productivity, resilience and digital transformations				
RELATED STRATEGIC PLAN OUTCOME: Structural transformation accelerated, particularly green, inclusive and digital transitions				
Outcome indicator(s), baselines, target(s) [24]	**Data source and frequency of data collection**	**Indicative regional programme outputs** *(including indicators, baselines targets)*	**Major partners**	**Indicative resources by outcome ($)**
I.1.1 Proportion of small-scale enterprises with a loan or line of credit (IRRF.O.2.3) Baseline (2019): 44.2 Target (2025): 50 **I.1.2** Labour-force participation rate by sex. Baseline (2020): Female: 47.2%, Male: 70.4% Target (2025): Female: 53%, Male: 80% **I.1.3** Share of individuals using the Internet. Baseline (2021): 68% Target: 90%	SDG 9.3.2 Database, Annually World Development Indicators, Annually	**O 1.1: Policies and tools that enable increased productivity and resilience of small and medium-sized enterprises (SMEs) and improved access to services, digital technologies and markets** I.1.1.1 Number of SMEs supported to boost productivity (owned by men, women and mixed ownership) Baseline (2021): 0 Target (2025): 40 (Women: 25, Men:10, mixed: 5) Source: UNDP, Annual I.1.1.2 Number of sustainable value chains strengthened Baseline (2021): 1 Target (2025): 4 Source: UNDP, Annual I.1.1.3 Number of entrepreneurs supported to develop digital literacy (disaggregated by sex) Baseline (2021): 900 (Men: 500, Women:400) Target (2025): 3,000 Source: UNDP, Annual **O 1.2: Policies and tools that enable conditions for equitable access to decent jobs for women and vulnerable populations** I.1.2.1 Number of policies or tools adopted to: (e) Foster equitable and inclusive employment	AECID USAID European Union KfW Government of Qatar Global Affairs Canada Paypal, Proctor and Gamble	**Regular** **$1,300,000** **Other** **$5,250,000**

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[24] IRRF = Integrated results and resources framework of the UNDP Strategic Plan

		(f) Support the development of digital skills Baseline (2021): (a) 0 (b) 1 Target (2025): (a) 2 (b) 3 Source: National policy documents, UNDP, Annual I.1.2.2 Number of policies or tools that improve the matching between employers' demand for skills and employees' abilities. Baseline (2021): 0 Target (2025): 2 Source: UNDP, Annual **O 1.3: Tools and mechanisms enabled to expand public and private financing for development** I.1.3.1 Number of instruments supported to leverage public and private finance for the SDGs (Regional-level IRRF.E.3.1): Baseline (2021): 1 Target (2025): 6 Source: UNDP Annual I.1.3.2 Number of partnerships with private sector partners to advance the SDGs Baseline (2021): 0 Target (2025): 3 Source: UNDP Annual		
Related SDG: *1,3,4,5,6,8,10,11,13,16*				
REGIONAL PROGRAMME OUTCOME #2: Increased inclusion of women and vulnerable groups through meaningful participation and access to assets, services and social protection, leaving no one behind				
RELATED STRATEGIC PLAN OUTCOME: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development				
I.2.1 Number of legal frameworks in place to promote, enforce and	SDG 5.1.1 Database, annually		AECID USAID	**Regular** **$1,300,000**

monitor equality and non-discrimination based on sex about: (a) Overarching legal frameworks and public life (b) Employment and economic benefits (IRRF.O.1.9) Baseline 2020: (a) 71.4% (b) 75.5% Target (2025): (a) 75% (b) 80% **I.2.2** Number of countries that have increased coverage of social protection services (IRRF.1.2.2). Baseline (2021): 0 Target (2025): 6	UNDP annually	**O 2.1: Social protection systems enhanced to become universal, inclusive, fiscally sustainable and growth-friendly** I.2.1.1 Number of new or strengthened policies, legislations, and institutional capacities in place to increase access to social protection services by country (IRRF.1.2.1) Baseline (2020):6 Target (2025):12 Source: UNDP Annual I.2.1.2 Number of new or strengthened policies, legislations and regulations adopted to enhance investment and coverage/usage in national care systems by country (IRRF.6.1.2) Baseline (2020):4 Target (2025):9 Source: UNDP Annual **O 2.2: Policies and tools for increased participation of women and vulnerable groups in decision-making, greater access to financial and digital services, and capacities for asset accumulation** I.2.2.1 Number of countries assisted in improving policies and programmes (IRRF.1.3.1-1.3.3): (a) Digital Services (b) Financial Services Baselines (2020): (a) 2 (b) 2 Targets (2025): (a) 6 (b) 6 Source: UNDP Annual I.2.2.2 Number of countries assisted with measures to advance women's leadership and equal participation in decision-making in (IRRF.6.2.1):	Global Affairs Canada Swedish International Development Cooperation (SIDA) Korea International Cooperation Agency (KOICA) European Union Japan International Cooperation Agency (JICA) Development Bank of Latin America (CAF) Pirelli Uber, LinkedIn, Cortana, AT&T, and Visa Bill and Melinda Gates Foundation, Ford Foundation	**Other** **$7,492,400**

		(a) Public institutions (b) Elected positions, including parliaments Baseline (2020): (a) 7 (b) 5 Target (2025): (a) 15 (b) 8 Source: ATENEA Annual **O 2.3: Solutions enabled to help countries address social norms and practices that hinder inclusion** I.2.3.1 Number of initiatives supported that address harmful social norms and gender discriminatory roles and practices (IRRF.6.3.2) Baseline (2020): 1 Target (2025): 5 Source: UNDP Annual I.2.3.2 Number of countries supported to develop and implement integrated and targeted interventions to include migrants, LGTBI, and vulnerable populations Baseline (2020): Migrants: 9 LGBTI: 9 Target (2025): Migrants:15 LGBTI:10 Source: UNDP Annual		
Related SDG: *1,2,3,4,5,7,8,10,11,12,13,14,15,16,17*				
REGIONAL PROGRAMME OUTCOME #3: Green recovery based on principles of sustainable development reflected by integrated, equitable, gender-responsive and risk and resilient informed policies, financing and governance frameworks				
RELATED STRATEGIC PLAN OUTCOME: Resilience built to respond to systemic uncertainty and risk				
I.3.1 Number countries with policies and strategies integrating		**O 3.1: Development vision, strategies and decision-making aligned with climate change**	European Union	**Regular $1,300,000**

inclusive solutions for green recovery (IRRF.1.1.1)
Baseline (2021): 3
Target (2025): 6
 	
I.3.2 Volume of investment leveraged for green recovery, reflected through (IRRF.5.2.3):
(a) Fiscal spending
(b) Repurposing of fossil fuels and agricultural subsidies
Baseline (2020):
(a) 2%
(b) X (TBD)
Target (2025):
(a) 10%
(b) X-10%
	United Nations Framework Convention on Climate Change (UNFCCC), annually
	
	IMF. "World Economic Outlook Update." June 2020, annually
	
	Oxford University. Are We Building Back Better? Evidence from 2020 and Pathways for Inclusive Green Recovery Spending
		mitigation and adaptation, nature protection, disaster risk reduction and resilience objectives
		
		I.3.1.1 Number of countries with risk-informed gender-responsive national adaptation plans in place.
		Baseline (2021):10
		Target (2025):11
		Source: UNFCCC
		Frequency: Annual
		
		I.3.1.2 Number of countries with climate and nature agendas that promote:
		(a) Nationally determined contributions and nature targets in macroeconomic planning
		(b) Climate change mitigation potential of the forest and land-use sector in national planning
		(c) Blue Carbon in nationally determined contributions
		(d) Perverse subsidies' reforms
		Baseline (2021):
		(a) 2
		(b) 3
		(c) 1
		(d) 0
		Target (2025):
		(a) 5
		(b) 4
		(c) 5
		(d) 2
		Source: Low-emission development strategy in Latin America and the Caribbean, PROCaribe+
		Frequency: Annual
		
		O 3.2: Mechanisms and tools to support financial strategies and budget allocations for the transition of key economic sectors towards green and climate-resilient development
		
		I.3.2.1 Number of financial policies for green recovery based on methodologies such as: (a)
			Governments of
			  Denmark, Norway,
			  Germany, United
			  Kingdom,
			  Netherlands,
			  Switzerland
			  Flanders (regional
			  government)
			USAID
			International Climate
			  Initiative
			SIDA
			AECID
			JICA
			Global Affairs Canada
			KOICA
			Development banks
			Peacebuilding Fund
			Partnership for Action
			  on Green Economy
				Other
				$11,723,600

		climate public expenditure and institutional review; (b) investment and financial flow analysis; (c) private climate expenditure and institutional review; (d) climate budget tagging; or (e) the Biodiversity Finance Initiative Baseline (2020): 6 Target (2025): 11 Source:(a), (b), (c) (d) above, annually I.3.2.2 Number of countries with financial solutions to enhance: (a) Finance for biodiversity and climate change (b) Capacities to access carbon markets finance (c) National decarbonization plans Baseline: 2020 (a), 2021 (b, c): (a) 9 (b) 2 (c) 2 Target (2025): (a) 15 (b) 4 (c) 2 Source: UNDP, Annually **O 3.3: Diverse stakeholders equipped with strengthened capacities and opportunities to foster sustainable development solutions and enhance their resilience** I.3.3.1 Level of understanding of climate change as driver of migration flows and associated risks Baseline: TBD through UNDP scorecard survey) Target: Tentative increase by 10% Source: UNDP Scorecard Survey, Annual I.3.3.2 Number of consensual policies for the prevention of environmental and climate-related risks Baseline (2021):246 Target (2025): 446 Source: UNDP Quarterly		

Related SDG: *All*				
REGIONAL/GLOBAL PROGRAMME OUTCOME #4: Structural transformations underpinned by effective governance to shape resilient and sustainable societies				
RELATED STRATEGIC PLAN OUTCOME: Structural transformation accelerated, particularly green, inclusive and digital transitions				

I.4.1: Percentage of trust towards institutions and perceived corruption index (CPI)
Baseline (2018):
(a) Trust 30%,
(b) CPI 43/100
Target (2025):
(a) Trust: 60%
(b) CPI 30/100
 	
I.4.2 Rate of victims of intentional homicide and femicide per 100,000 population, in (a) Central America and (b) Latin America and the Caribbean (IRRF.O.3.5)
Baseline:
Homicide (2020): (a) 20.9%;
(b) 17.2%
Femicide (2019): (a) 4.8%; (b) 4%
Target (2025):
Homicide: (a) 8%; (b) 16%
Femicide: (a) 2%; (b) 2%
 	
I.4.3 Number of countries whose vulnerability to crisis has improved
Baseline (2021): 0
Target (2025): 6
	Latinobarómetro, Transparency International Index, annually
	
	SDG.16.1 Database, INFOSEGURA regional project, annually
	
	Risk Index, European Commission, annually
		O 4.1: Mechanisms enhanced for inclusive civic engagement and dialogue, particularly of women, that strengthen the legitimacy of institutions and build trust
		
		I.4.1.1 Number of countries with:
		(a) Electoral management bodies with strengthened capacity to conduct inclusive, peaceful, and credible elections
		(b) Parliaments with improved capacities to undertake inclusive, effective and accountable law-making, oversight and representation (IRRF.2.4.1)
		Baseline (2021):
		(a) 0
		(b) 0
		Target (2025):
		(a) 10
		(b) 5
		Source: UNDP, Annual
		
		I.4.1.2 Number of countries with strengthened capacities to:
		(a) Promote and protect civic space
		(b) Promote the integrity of information ecosystems
		Baseline (2021):
		(a) 0
		(b) 5
		Target (2025):
		(a) 0
		(b) 5
		Source: UNDP, Annual
		
		I.4.1.3: Number of multi-stakeholder mechanisms to strengthen public sector agility, collaboration, and transparency (IRRF.2.1.3)
		Baseline (2021): 0
		Target (2025): 5
			AECID
			CAF
			KOICA
			European Union
			
			Spanish Decentralized
			   Cooperation
			   (Madrid,
			   Andalucia,
			   Baleares,
			   Catalunya)
			SIDA
			Global Affairs Canada
			Government of the
			   United Kingdom
			UNOPS
			USAID
			World Bank, IDB,
			United Nations Trust
			   Fund to Eliminate
			   Violence against
			   Women and Girls
				Regular
				$1,300,000
				
				Other
				$25,230,000

		Source: UNDP Annual **O 4.2: Solutions enabled to strengthen the rule of law, citizen security and access to justice for enhanced social cohesion, peaceful coexistence and protection of human rights** I.4.2.1 Number of countries supported to increase access to justice and no discrimination through: (a) Initiatives of e-justice (b) Measures to improve justice services centred on people (c) Measures to advance women´s leadership and equal participation in decision-making in the judiciary Baseline (2021): (a) 6 (b) 6 (c) 2 Target (2025): (a) 12 (b) 12 (c) 6 Source: UNDP, Annual I.4.2.2 Number of countries with strengthened capacities to implement evidence-based legislation, policies, action plans and initiatives to prevent and respond to violence against women and girls, including femicides (IRRF.6.3.3) Baseline (2019): 16 Target (2025): 21 Source: Spotlight, UNDP, Annual I.4.2.3 Number of countries with cross-border, regional, national initiatives, policies and strategies to protect and promote the fulfilment of nationally and internationally ratified human rights obligations. Baseline (2021): 0 Target (2025): 8		

		Source: OHCHR, Annual **O 4.3: National and local-level capacities increased for evidence-based decision-making and leveraging innovation for improved sustainable development outcomes** I.4.3.1 Number of institutions with strengthened public administration and core government functions for (IRRF.2.3.1): (a) Improved centres of government and data models (b) Improved delivery of people-centred basic services (c) Improved State and civil society engagement platforms Baseline (2021): (a) 25 (b) 8 (c) 4 Target (2025): (a) 0 (b) 16 (c) 12 Source: UNDP, Annual I.4.3.2 Number of countries supported to strengthen policies and public services with evidence-based and gender-sensitive approach (social protection, education, health, citizen security, judiciary services) Baseline (2021): 12 Target (2025): 18 Source: UNDP, Annual		