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Evaluation

**Management response to the evaluation of the UNDP Strategic Plan,
2022–2025**

I. Introduction

1. In 2025, the Independent Evaluation Office completed its evaluation of the UNDP Strategic Plan, 2022–2025, in line with the multi-year evaluation plan approved by the Executive Board.
2. The evaluation assessed the overarching vision of the UNDP Strategic Plan 2022–2025, covering the period from January 2020 to September 2024. While primarily focused on the current Strategic Plan period (2022–2025), the evaluation also extends its scope to include the final two years of the previous plan to ensure proper contextualization.
3. The evaluation examined the most significant positive and negative changes resulting from the strategic vision of UNDP, its implementation, and its impact on the organization's strategic position. It also assessed the role of UNDP in the ongoing reform of the United Nations development system and its response to the rapidly evolving global development landscape such as leadership in post COVID-19 recovery and development agenda.
4. UNDP management takes due note of the findings, conclusions and recommendations of the evaluation and will build on areas identified as positive change while responding to areas that require strengthening when developing the next Strategic Plan 2026–2029.

II. Implementation of the Strategic Plan, 2022–2025

5. The UNDP Strategic Plan 2022–2025 outlined the renewed ambition of UNDP to support countries in their determination to reach the Sustainable Development Goals. It committed UNDP to support change in three directions (structural transformation; leaving no-one behind; and building resilience) through six signature solutions: poverty and inequality, governance, resilience, environment, energy and gender equality. It emphasized that UNDP would apply combinations of solutions for greater development impact, powered by three enablers (strategic innovation, digitalization and development financing). Designed and adopted during the COVID-19 pandemic, the Strategic Plan prepared UNDP to be agile and anticipatory in the face of uncertainty and volatility. It defined ambitious 'moonshots' to help millions escape poverty, access clean energy, vote in elections and invest in the Sustainable Development Goals.



6. Four years later, UNDP is indeed moving in the directions the Strategic Plan envisioned. In a world of transformative technological developments like generative artificial intelligence, UNDP continues to adapt and remain responsive to partners' changing needs. Partners' demand for support with digitalization continues to increase; by the end of 2024, half of all UNDP projects included a digital component. UNDP continues to strengthen its integrated approach, too, in response to partners' needs, working at the intersections of development challenges for greater impact; the mid-term review of the Strategic Plan 2022-2025 found that UNDP impact increased by 2.8 per cent for every 10 per cent increase in its cross-sectoral approach. UNDP strengths — ranging from governance and crisis response to poverty reduction and environmental sustainability— position the organization to integrate efforts across sectors. This work is maturing as UNDP is investing in systems thinking (aiming to transform the structures underlying complex development challenges). UNDP is now designing and operating portfolios of programming in more than 70 countries, helping governments generate new options for change.

7. UNDP continues to operate as a central actor within the United Nations development system, in line with the Quadrennial Comprehensive Policy Review and towards shared United Nations system goals, the 2030 Agenda, maximizing collective impact. As the operational backbone of the United Nations development system, UNDP administered payroll for personnel in 70 United Nations entities in 2024 and hosted common United Nations premises in at least 121 countries. The broader networks of UNDP – of governments, business, civil society and more – multiply the organization's impact and connect partners in a network of learning.

8. UNDP is scaling up investments in sustainable development. Since 2021, integrated national financing frameworks in 86 countries have leveraged \$16 billion in new finance and aligned an additional \$32 billion with sustainable development goals. By the end of 2024, UNDP had promoted over \$764 billion in public and private finance in the Sustainable Development Goals towards its moonshot goal of \$1 trillion.

9. UNDP continues to innovate and invest in becoming more agile and anticipatory, building skills in the future-focused areas of UN 2.0 such as strategic foresight, data and digital and upskilling staff in new areas like artificial intelligence.

10. UNDP continued to make efficiency gains to generate more funds for development results, investing 92 cents of every dollar in development programming and services in 2024. Flexible and predictable funding will remain crucial for UNDP to deliver results. An independent review of the UNDP business model generated ideas – to be pursued with the Executive Board - for establishing a more diversified and stable funding model.

11. UNDP acknowledges the evaluation's key findings, conclusions and recommendations and provides the following clarifications.

III. Findings and conclusions of the evaluation

12. UNDP takes due note of the evaluation's findings regarding its distinctive comparative advantages, including the flexibility of the Strategic Plan, global reach, broad mandate, and specialized expertise in governance, all of which help drive integrated development solutions and establish UNDP as a trusted partner to governments.

13. UNDP welcomes the recognition of the three enablers introduced in the 2022-2025 Strategic Plan. These enablers extend beyond mere tools to represent essential capabilities and approaches that amplify development impact across country, regional and global levels. The full potential of digital transformation is realized through focused support for whole-of-society national digital initiatives. Similarly, our development finance enabler creates impact through our ability to help countries leverage and align financial resources with the Sustainable Development Goals.

14. Regarding recommendation 1 on elevating human development through governance, as a catalyst, while UNDP acknowledges the critical role governance plays, it is important to emphasize that the UNDP approach to advancing human development is comprehensive and multidimensional. The work

of UNDP spans several interconnected areas that are equally essential and contribute to human development: poverty eradication, environmental sustainability, clean energy access, crisis resilience, gender equality, and women's empowerment. These integrated efforts collectively strengthen our impact on human development outcomes worldwide.

15. Regarding recommendation 2 on systems thinking, a key lesson from implementing the current Strategic Plan is the growing disconnect between the scale and scope of development challenges and the largely siloed, fragmented and short-term approaches that continue to inform much of public and development sector's work. This incoherence is perpetuating existing and generating new risks, undermining human development gains. While recognizing that breaking siloes is a continuous process, the organization has invested in capabilities, systems and ways of working such as the introduction of portfolio approaches in programming, as well as the introduction of more rigorous impact measurement approaches.

16. On recommendation 3 regarding strengthening the business model, UNDP has undertaken a review of its business model as an independent diagnostic analysis of its business model to assess how it creates, finances, and delivers value to its partners. Based on the findings, UNDP is implementing targeted actions to enhance its strategic positioning, address challenges, and seize future opportunities while increasing the effectiveness and sustainability of its work.

17. On recommendation 4 regarding Sustainable Development Goal financing, UNDP plays a strategic role in catalysing private finance to advance the Sustainable Development Goals, including private capital, working collaboratively with partners to develop financing mechanisms and policy frameworks that align investment with sustainable development priorities.

18. Regarding recommendation 5 on leveraging the broad mandate of UNDP and global presence to enhance regional and global thought leadership on structural transformation and resilience-building - particularly in addressing transnational challenges - UNDP recognizes the need for a systematic and collaborative approach to research and analytics, aiming to harness its expertise to address global challenges effectively. Integrating artificial intelligence technologies alongside comprehensive stakeholder consultations ensures that UNDP knowledge products remain deeply rooted in national and local contexts.

19. To advance this mission, the UNDP has established the Research, Analytics, Learning, and Innovation team. This team is dedicated to providing thought leadership, decision intelligence, learning, and innovation, positioning UNDP as a proactive leader in mitigating risks associated with structural transformations across humanitarian, development, and peace domains. In 2025, the team plans to launch a Multi-Year Research Agenda in collaboration with think tanks and academic institutions, aiming to bolster UNDP initiatives in complex settings. Additionally, a flagship report titled "Development at Risk: Embracing Change and Unleashing Opportunity Amid Global Crisis" is under development, in partnership with the United Nations Capital Development Fund (UNCDF), the United Nations Office for South-South Cooperation (UNOSSC), and global experts.

20. On recommendation 6 on leaving no one behind, UNDP has elevated this concept as a core direction of change in its Strategic Plan, 2022-2025, and a key programmatic principle both for UNDP and the United Nations Sustainable Development Group. The organization's approach integrates data-driven insights and intersectionality to identify and address structural inequalities and marginalization effectively. UNDP has advanced the use of inequality data and analytics to help national counterparts identify and address the needs of marginalized groups and evidence-based programming. The UNDP approach supports the design of programs that, enhance vulnerable populations' access to economic opportunities, basic services, social protection, employment and livelihoods, and participation in decision-making process that affects their lives. UNDP applies a context-specific approach that, recognizes power dynamics, cultural factors, systemic barriers that perpetuate exclusion. There is an increasing focus on inclusive governance and on making social protection systems that more effectively address the root causes of marginalization.

21. On recommendation 7, UNDP fully endorses the strategic emphasis on its three key enablers--strategic innovation, digitalization, and development financing--as outlined in its Strategic Plan, 2022--2025. These enablers are pivotal in accelerating development gains and fostering systemic change,

particularly when tailored to the unique contexts of least developed countries (LDCs), small island developing States (SIDS), and middle-income countries (MICs).

22. The finance enabler has proven instrumental in enhancing UNDP's thematic programmes by creating accountable, inclusive, and effective financial systems at both national and global levels. Initiatives such as the Sustainable Finance Hub exemplify the commitment of UNDP to aligning financial systems with the Sustainable Development Goals, thereby transforming public and private finance to benefit both people and the planet.

23. Similarly, the digital enabler has demonstrated significant potential beyond being a mere tool, acting as a catalyst for national digital transformations. The UNDP Digital Strategy 2022–2025 aims to support countries in building inclusive, ethical, and sustainable digital societies, recognizing digitalization as a critical component in achieving development outcomes.

24. The strategic innovation enabler has initiated system-oriented work across the organization and with partners in numerous countries, generating new investments, partnerships, and institutionalized development practices. UNDP plans to leverage its system and portfolio work as the delivery infrastructure for the next Strategic Plan, recognizing the growing demand for structural transformation amid multiple, interlocking global transitions.

25. To maximize the impact of these enablers, UNDP acknowledges the necessity of building internal capabilities and fostering an organizational culture that supports their integration. This strategic approach ensures that digitalization, finance, and innovation are seamlessly embedded into existing programmes while also serving as the foundation for new initiatives, ultimately offering the greatest potential for development gains.

26. On recommendation 8, UNDP is fully committed to continuously improving operational efficiency and effectiveness through a holistic and integrated approach and welcomes the substance of this recommendation. In practice, UNDP implements this approach through its integrated planning and operational frameworks, which continuously incorporate strategic operational improvements, leveraging best practices, digital transformation, and lessons learned to optimize organizational performance. Rather than develop a separate and standalone Integrated Operations Strategy, UNDP will embed enhancements as recommended by this evaluation within its existing frameworks, and in the context of the business model review, in order to ensure coherence with ongoing corporate processes and avoid redundancy. The organization remains committed to refining these processes in alignment with its corporate strategy, operational needs, and evolving development priorities. Enhancing and streamlining existing mechanisms, rather than introducing an additional layer of strategy, allows UNDP to maintain agility, avoid duplication, and ensure that operational improvements are effectively institutionalized within the organization's planning and implementation cycles.

27. On recommendation 9 on impact measurement and evaluation for informed decision making, UNDP appreciates the recommendation as it reflects similar findings and recommendations from the business model review. Overall, guidelines on impact assessments/measurement are covered in the new results-based management strategy and its guidelines. Moreover, the revised strategy will further strengthen impact measurement by incorporating approaches such as participatory narrative surveys, contribution analysis, and outcome harvesting. These methods will be supported by a comprehensive impact measurement guideline, designed to complement the Independent Evaluation Office guidelines on impact evaluation.

IV. Conclusion

28. The Strategic Plan for 2026-2029, currently under development, will build on lessons learned from the current and previous plans. The evaluation provides valuable insights that identify both successful approaches and areas requiring additional attention and refinement, informing a more robust and evidence-based strategic direction. The overarching objective of UNDP remains to support countries and communities in achieving the aims of the 2030 Agenda, which will remain central to the new Strategic Plan. The focus will be on scaling up and accelerating results toward the Sustainable Development Goals in a rapidly evolving global context.

Annex. Evaluation recommendations and UNDP management response

Recommendation 1. Elevate Human Development through Governance as the UNDP's catalyst for systemic change and a central organization contribution to the UN development system.

Management response: UNDP partially accepts this recommendation. The landscape of governance is rapidly evolving and the need for inclusive, effective, and accountable governance systems that can navigate complexity and drive long-term development impact is clear. Building on its decades of experience, global footprint, and trusted relationships with member states, UNDP will reinforce its thought leadership and work on governance delivery within the UN development system. As a convener and platform for integrated governance solutions, UNDP will work across sectors, and with UN and other partners to ensure governance remains central to tackling today's multidimensional challenges. While we acknowledge the critical role governance plays, it is important to emphasize that UNDP's approach to advancing human development is comprehensive and multidimensional. Our work spans several interconnected areas that are equally essential and contribute to human development: poverty eradication, environmental sustainability, clean energy access, crisis resilience, gender equality and women's empowerment. These integrated efforts collectively strengthen our impact on human development outcomes worldwide.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
1.1 UNDP will establish and operationalize a functioning Governance, Rule of Law, and Peacebuilding (GRP) Hub, which will serve as a platform to consolidate governance expertise and thought leadership and ensure governance is understood as a fundamental enabler of development. The Hub will provide integrated governance support across thematic areas, strengthening UNDP's ability to respond to contemporary and future challenges.	Q2 2025	BPPS and CB		Ongoing
1.2 UNDP will reflect its governance work in the draft Strategic Plan 2026-2029, to be considered by the Executive Board at the Second Regular Session, emphasizing the integration of nationally led efforts to promote inclusive, effective, and accountable governance as a driver of systemic change. Additionally, UNDP will support efforts to reflect this emphasis on governance in UNDP Country Programme Documents, ensuring alignment with national priorities and development contexts.	Q2 2025	BPPS and CB		Ongoing

Recommendation 2. Continue to enhance systems thinking and integration capabilities across UNDP, including with streamlined and practical approaches as appropriate, supported by adequate and allocated human and financial resources, as well as tools, mechanisms, and good practices.

Management response: UNDP fully agrees with the recommendation. A critical learning from implementation of the current strategic plan is growing incoherence between the scale and scope of development issues with the siloed, fragmented and short-term approaches that continue to inform much of public and development sector's work. This incoherence is perpetuating existing and generating new risks, undermining human development gains. Investment in foundational capabilities, but also systems, structures, conditions, and data that enable more system-oriented ways of working is a critical response to a fast changing and growingly uncertain context.

2.1 UNDP will advance the SDG Push offer as a means of embedding systems thinking into development planning and implementation. Through the CCA and UNSDCF strategic processes, UNDP will provide dedicated support to UNCTs, enabling a more integrated approach to addressing complex development challenges. New features include advanced analytics and insights on development accelerators, designed to identify and leverage systemic interconnections across the SDGs. These efforts will be further reinforced through NDC 3.0 commitments, aligning climate and development priorities to drive catalytic investments and transformational change.	Q4 2025	BPPS		Ongoing
2.2 UNDP will expand the work of the Integrated Policy Practitioners Network, currently co-led with 10 UN entities, connecting a membership of 10,000 experts and initiating (Jan 2025) a collaboration with Joint SDG Fund (through end 2026) to deploy integrated capabilities to UNCTs for more impactful Joint SDG Fund programmes that advance key SDG transitions.	Q4 2026	BPPS		Ongoing
2.3 UNDP will invest in deploying existing and designing new suite of programs aimed at building capabilities for systemic development work. These will target both government and development partners as well as UNDP staff.	Q4 2026	BPPS		Ongoing

Recommendation 3. Strengthen UNDP's business model by clarifying its value proposition and aligning resources with strategic priorities.

Management response: UNDP fully agrees with the recommendations. In response to the evolving development landscape, in 2024 UNDP has undertaken a review of its business model as an independent diagnostic analysis to assess how it creates, finances, and delivers value to its partners. The efficiencies, effectiveness, and financial sustainability of its operations.

Key outcomes of the business model review (BMR) include a clear, concise definition of the UNDP business model: "the way in which UNDP creates, finances, and delivers value", and a set of comprehensive insights and recommendations for the three components of the business model. The findings of the review were presented to Member States in December 2024. A Business Model Review Action Plan, approved in February 2025, includes targeted actions to enhance its strategic positioning, address challenges, and seize future opportunities.

3.1 Revisit and enhance existing corporate Resource Mobilization strategy to increase core/ flexible funding in the current context.	Q3 2025	BERA		
3.2 Build a compelling case for impact and enhance donor confidence and investment.	Q2 2025	BERA		
3.3 In close consultation with the executive board, initiate development of a roadmap for the review TRAC allocation methodology.	Q4 2025	BMS		

Recommendation 4. Enhance the ability of UNDP to support countries in leveraging sustainable development finance, including private capital, to overcome barriers that slow and prevent the achievement of the SDGs.

Management response: UNDP fully agrees with this recommendation; hence the Sustainable Finance Hub (SFH) brought all different tools and resources together to mobilize and align public and private sector finance to achieve the Sustainable Development Goals (SDGs). Through innovative tools, partnerships, and frameworks, the SFH bridges the SDG financing gap, ensuring investments deliver measurable impact for people and the planet alongside financial returns. The SDG financing gap requires a transformation of global capital flows, ensuring they prioritize positive impact. The work on private finance mobilizes resources by identifying investment opportunities, aligning private sector strategies with the SDGs, and creating enabling environments for sustainable investments.

4.1 Strengthen regulatory frameworks and expand domestic and international financing to accelerate SDG investments and build resilient financial systems	Q2 2028	BPPS		Ongoing
4.2 Align private sector investments and international financial systems with the SDGs to mobilize capital for sustainable development and low-carbon economies.	Q2 2028	BPPS		Ongoing

Recommendation 5. Leverage UNDP's broad mandate and global presence to elevate regional and global thought leadership on structural transformation and resilience building with focus on transnational challenges.

Management response: UNDP accepts this recommendation. A systematic and collective approach to research, analytics and key publications will leverage UNDP's extensive knowledge and experience on global challenges. These efforts could be further expanded by combining the diligent use of AI technologies with stakeholder consultations, ensuring that knowledge products are grounded in national and local reality.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
5.1 The Research, Analytics, Learning and Innovation (RALI) team was created in the Crisis Bureau to deliver thought leadership, decision intelligence, learning and innovation to position UNDP as an agile and future forward leader on reducing risks associated with structural transformations across the humanitarian, development and peace continuum. In 2025, the team will launch a multi-year research agenda (MYRA) with think tanks and academic institutions to support UNDP's work in complex settings.	16 December 2024	CB	The RALI team was created further to the 2024 CB-BPPS review. MYRA	Completed Launched in 2025.
5.2 A flagship report on "Development at risk: Embracing change and unleashing opportunity amid global crisis" is under development, led by Crisis Bureau in collaboration with Regional Bureaux, HDRO, UNCDF, UNOSSC and global experts.	2 June 2025	CB		Ongoing
Recommendation 6. Establish clear accountability mechanisms, dedicated budgets, and embed LNOB within UNDP's governance structures, while strengthening UNDP capabilities for addressing intersectionality.				
Management response: UNDP fully agrees with this recommendation. UNDP has elevated LNOB as a core direction of change in its Strategic Plan (2022-2025) and a key programmatic principle both for UNDP and UNSDG. The organization's approach integrates data-driven insights and intersectionality to identify and address structural inequalities and marginalization effectively. UNDP has advanced the use of inequality data and analytics to help national counterparts identify and address the needs of marginalized groups and evidence-based programming. It supports the design of equitable and inclusive programs, ensuring that vulnerable groups have better access to opportunities, basic services, social protection, employment and livelihoods, and decision-making participation.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
6.1 The LNOB marker reviewed annually for better targeting an accountability framework of programming portfolio.	June 2025	BPPS, Regional Bureaux		Ongoing
6.2 Enhance capacities in data analytics and programming principles, advocate for the use of poverty and vulnerability measures as policy tools to accelerate poverty reduction in all its forms, disseminate LED models amongst programming countries to strengthen	June 2025	BPPS, CB		Ongoing

inclusion by targeting high-poverty areas, vulnerable workers, including informal workers, and marginalized communities.				
6.3 Provide technical guidance to programming countries to effectively mainstream LNOB into development plans at all levels (national, sub-national, and local).	June 2025	BPPS		Ongoing
Recommendation 7. Strengthen the Strategic Enablers as mechanisms for accelerating development, focusing on areas that offer greatest potential for development gains and learning for systems change.				
<p>Management response: UNDP fully agrees with the recommendation and acknowledges the important role of Enablers in the current Strategic Plan as accelerators and agrees with this recommendation to focus them in a way that achieves the greatest potential for development gains and learning for systems change. UNDP also agrees with the need to take a differentiated approach toward LDCs, SIDS and MICs in terms of their diffusion across different contexts. The Finance and Digital enablers have demonstrated that they are not simply “tools”. These areas do serve to enhance UNDP’s work across various thematic programmes, but at the country level, the full potential for digital and finance is unlocked through a focused effort in support of whole of society, national digital transformation (in the case of digital) and through facilitating a national dialogue and planning process. These emerging practices highlight the need for a strategic approach that ensures their seamless integration into existing programmes while also allowing them to serve as the foundation for new programme offerings. UNDP therefore needs to ensure capabilities for both applications are in place in the organization. Finance Enabler is proving its ability to enhance UNDP’s work across various thematic programmes. UNDP’s portfolio of sustainable finance work is helping create more accountable, inclusive and effective finance systems at national and global levels, alongside enable transformations in thematic areas such as food and crisis. At global level, UNDP informs the reforms of international financial architecture to facilitate sustainable investments. At the country level, UNDP assists governments in enhancing regulations and policies to foster SDG-enabling finance. It supports the implementation of Integrated National Financing Strategies (INFSS), Nationally Determined Contributions (NDCs), and National Biodiversity Strategies and Action Plans (NBSAPs) at the local level. Additionally, UNDP facilitates the expansion of both domestic and international public investments for sustainable development, mobilizes private capital for the SDGs, aligns business and investment strategies with SDG objectives, and promotes holistic impact management among all stakeholders. The strategic innovation enabler has triggered system-oriented work across this organization and with partners in close to 100 countries, generating new investments, partnerships, a distinctive body of knowledge and institutionalized development practice in the form of a new instrument- portfolio policy. UNDP will leverage its system and portfolio work as the ‘delivery infrastructure’ for the next Strategic Plan. This is done in explicit recognition that while the demand for structural transformation is growing as the world experiences multiple, interlocking transitions, the question of how to manage them is less obvious. UNDP’s approach to system transformation provides governments and development partners with alternatives to ‘business as usual’ in pursuing large societal transitions. Future deployment of this approach will be accompanied by corporate investment in capabilities and conditions to offer the greatest potential for development gains.</p>				
7.1. Ensure strategies for integration across thematic areas are in place in the future for digital, finance and innovation.	Q4 2025	BPPS		Ongoing
7.2 Create differentiated strategies for the application of digital, finance and innovation enablers across LDCs, SIDS and MICs.	Q4 2025	BPPS		Ongoing
7.3 Develop digital platforms that provide financial services tailored to women’s needs, ensuring accessible, inclusive,	Q4 2025	BPPS		Ongoing

and sustainable economic opportunities through technology and finance in all financial systems and digital governance.				
7.4 Develop and deploy infrastructure for operationalizing the portfolio policy with accompanying investments in conditions and capabilities for UNDP and its partners.	Q4 2026 and throughout the new Strategic Plan	BPPS		Ongoing
Recommendation 8. Implement an Integrated Operations Strategy for the holistic improvement of organizational efficiency and effectiveness.				
<p>Management response: UNDP partially accepts this recommendation. UNDP is fully committed to continuously improving operational efficiency and effectiveness through a holistic and integrated approach and welcomes the substance of this recommendation. In practice, UNDP implements this approach through its integrated planning and operational frameworks, which continuously incorporate strategic operational improvements, leveraging best practices, digital transformation, and lessons learned to optimize organizational performance.</p> <p>Rather than develop a separate and standalone Integrated Operations Strategy, UNDP will embed enhancements as recommended by this evaluation within its existing frameworks, and informed by the business model review, in order to ensure coherence with ongoing corporate processes and avoids redundancy. The organization remains committed to refining these processes in alignment with its corporate strategy, operational needs, and evolving development priorities.</p> <p>Enhancing and streamlining existing mechanisms, rather than introducing an additional layer of strategy, allows UNDP to maintain agility, avoid duplication, and ensure that operational improvements are effectively institutionalized within the organization's planning and implementation cycles.</p>				
8.1 Implement Recommendations of the Business Model Review including those highlighted by the evaluation of the Strategic Plan 2022 – 2025.	Q4 2025	BMS		Ongoing
8.2 Complete revision of PSA policy.	Q2 2026	BMS		Ongoing
8.3 Implement the third phase of the People for 2030 strategy.	Q4 2026	BMS		Ongoing

Recommendation 9. Recognizing that effective decision-making relies on credible impact evaluation, which requires robust and timely impact measurement, UNDP should allocate sufficient human and financial resources to build a comprehensive impact measurement framework. This framework should move beyond accountability, emphasizing continuous learning to accelerate the SDGs and advance human development. It should also foster a culture that values both success and failure as opportunities for effective decision making based on impact measurement, credible reporting and timely evaluation.

Management response: UNDP **fully agrees** with the recommendation on impact measurement and appreciates the evaluators' valuable insights, particularly the emphasis on evidence-based decision-making. The findings on impact measurement align closely with those of the Business Model Review.

Overall, guidelines on impact assessment and measurement are outlined in the new UNDP RBM Strategy. Additionally, the RBM Strategy, will further strengthen impact measurement approaches. This will include methodologies such as participatory narrative surveys, contribution analysis, and outcome harvesting, supported by a comprehensive impact measurement guideline. This guideline will complement IEO's specific guidance on impact evaluation, ensuring a more robust and systematic approach to measuring impact across UNDP programmes.

9.1 Roll out the new RBM strategy focusing on impact measurement and launch the new RBM hub.	September 2025	BPPS		Ongoing
9.2 Develop Impact guidelines	30 September 2025	BPPS		Ongoing
9.3 Develop a new RBM online certification system for UNDP personnel	30 January 2026	BPPS		Ongoing