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Country programmes and related matters

**Country programme document for Côte d'Ivoire
(2026–2030)**

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I. UNDP within the UN Sustainable Development Cooperation Framework

1. With a population of over 29 million people (47.8 per cent women; 52.2 per cent men),¹ Côte d'Ivoire is one of the most dynamic economies in sub-Saharan Africa. Real gross domestic product (GDP) grew 8 per cent between 2012 and 2019² and exceeded 6 per cent in 2024,³ almost twice the African average of 3.2 per cent.⁴ Gross national income (GNI) per capita more than tripled since 2011.⁵ The country recorded the highest Human Development Index growth in sub-Saharan Africa in 2023.⁶ This strong performance was accompanied by a reduction in poverty, from 55 per cent in 2011⁷ to 37.5 per cent in 2021.⁸ The country has made significant progress toward the Sustainable Development Goals (SDGs), particularly in the areas of poverty, economic growth, quality education, reduced inequalities, advancement of women and girls, and life below water. Côte d'Ivoire scored 62.3 per cent on the SDG Index in 2024,⁹ surpassing both the African average (53 per cent) and the regional average (57 per cent).¹⁰

2. With a land area of 322,462 km², Côte d'Ivoire is rich in natural resources, including forests, oil, gas, diamonds, and copper. It remains the leading producer of cocoa (accounting for over 40 per cent of global market share)¹¹ and cashew nuts (approximately 26 per cent of global production).¹² The country has 550 km of coastline¹³ and a 23,253 km² coastal zone¹⁴ vital to tourism, fisheries, and port activities.

3. The United Nations Sustainable Development Cooperation Framework (UNSDCF), its Common Country Analysis, and the 2024 independent country programme evaluation identified persistent challenges, including limited access to essential social services and to economic, political, cultural, and social protection opportunities.¹⁵ Root causes include governance-related (e.g. regional disparities and limited local capacities); sociocultural factors (e.g. fragile social cohesion); economic constraints (such as high informality and structural unemployment); and environmental fragility (including severe deforestation, climate vulnerability, and dependence on exposed sectors).

4. Civil engagement has improved, as reflected in the increase in the civic participation index from 0.67 in 2011 to 0.78 in 2024.¹⁶ The corruption perception

¹ Ministry of Planning and Development (2021) Population-Housing Census. <https://data.gouv.ci/applications/recensement-general-de-la-population-et-de-lhabitat-rghp-de-2021-2>.

² Government of Côte d'Ivoire (2021) *National Development Plan (NDP) 2021-2025*, p.3. https://www.gouv.ci/_grandossier.php?recordID=263.

³ Ministry of Economy, Planning, and Development (2025a) "Ivory Coast growth in West Africa 2024." <https://www.economie-ivoirienne.ci/en/actualites/ivory-coast-pillar-resilience-and-driver-growth-west-africa-2024.html>.

⁴ African Development Bank (2025a) *Africa's Macroeconomic Performance and Outlook*, p.2. <https://www.afdb.org/en/documents/africas-macroeconomic-performance-and-outlook-january-2025>.

⁵ World Bank (2025) *GNI per capita*. <https://data.worldbank.org/indicator/NY.GNP.PCAP.PP.KD?locations=CI>.

⁶ UNDP (2025) HDI, p.281. <https://hdr.undp.org/content/human-development-report-2025>.

⁷ Ministry of Economy, Planning, and Development (2025b) *Ivory Coast aims for reduction in poverty by 2030*. <https://www.economie-ivoirienne.ci/en/actualites/ivory-coast-aims-significant-reduction-poverty-2030-through-its-new-national-development>.

⁸ World Bank (2025) *Poverty headcount ratio*. <https://data.worldbank.org/indicator/SI.POV.NAHC?locations=CI>.

⁹ Sustainable Development Report (2024) *Rankings*. <https://dashboards.sdindex.org/rankings>.

¹⁰ United Nations Economic Commission for Africa (2023) *West Africa Sustainable Development Report, 2023*, p.7.

¹¹ Afrorama (2025) *Cocoa Beans in Africa*. <https://www.afrorama.org/article/cocoa-beans-in-africa>.

¹² World Population Review (2025) *Cashew Production by Country*. <https://worldpopulationreview.com/country-rankings/cashew-production-by-country>.

¹³ Ministry of Planning and Development (2022) *Second Voluntary National Report of Côte d'Ivoire*, p.20. https://hlpf.un.org/sites/default/files/vnrs/2022/VNR%202022%20Cote%20dIvoire%20Report_0.pdf.

¹⁴ World Bank (2017) *Political economy analysis*, p.21. <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/370351527760793941>.

¹⁵ UNDP (2025) *Independent Evaluation of the Côte d'Ivoire Country Programme: Draft 2.1 (10/01/2025)*.

¹⁶ Our World in Data (2025) *Civil Society Participation Index, 2024*. <https://ourworldindata.org/grapher/civil-society-participation-index>.

index also rose from 27 in 2013 to 45 in 2024.¹⁷ However, socio-economic disparities in access to basic services—education, health care and water—persist, particularly in the north-west.¹⁸ While urban poverty stood at 22.2 per cent in 2021, rural poverty was 54.4 per cent.¹⁹ As of 2023, although 94 per cent of the population live in electrified areas, 36 per cent—mainly in rural areas—remain without access to power.²⁰ Only 67 per cent of rural women have access to basic drinking water.²¹ The digital divide remains significant: only 22 per cent of rural residents have internet access versus 50 per cent in urban areas.²² Access to the internet is 17 per cent lower for women than men.²³

5. The Institutions and Gender Index score of the country is 17.3 is well below the African average of 39.8.²⁴ Nonetheless, challenges remain.²⁵ Women hold only 13 per cent of parliamentary seats, 32 per cent of regional council positions, and 8 per cent of mayoral offices. Adult literacy among women is 40 per cent compared to 60 per cent for men.^{26, 27}

6. The national security threat index improved from 8.7 in 2011 to 6.3 in 2024.²⁸ However, instability in neighbouring Burkina Faso and Mali has led to the arrival of more than 67,000 asylum seekers.²⁹ The porosity of the borders facilitates trafficking in arms, drugs, and humans.

7. High informality, structural unemployment—particularly among youth and women—and unequal access to land, credit, and markets continue to limit inclusive economic growth. The unemployment rate in the formal sector remains low at 2.3 per cent in 2024 (2.1 per cent male; 2.6 per cent female) however, youth unemployment (ages 15-24) stands at 3.9 per cent (3.5 per cent male; 4.4 per cent female).³⁰ Approximately 75 per cent of the population is under the age of 35.³¹ Nearly 18.8 per cent of youth (12.9 per cent male; 24.6 per cent female) are not in employment, education, or training. More than 90 per cent of jobs are in the informal sector, which contributes approximately 36 per cent of GDP.³²

8. Côte d'Ivoire ranks 134th on the Notre Dame Global Adaptation Initiative Country Index.³³ The country has lost over 80 per cent of its forest cover since 1960,³⁴ jeopardizing cocoa and other crops that provide livelihoods for 45 per cent of the

¹⁷ Transparency International (2024) *Corruptions Perception Index*. <https://www.transparency.org/en/cpi/2024/index/civ>.

¹⁸ Federal Ministry for Economic Cooperation and Development (2024) *Disparity between urban-rural and north-south*. <https://www.bmz.de/en/countries/cote-divoire/social-situation-48426>.

¹⁹ Ivorian Press Agency (2025) *Côte d'Ivoire incidence of poverty*. <https://www.aip.ci/144042/cote-divoire-aip-lincidence-de-la-pauvrete-se-situait-a-544-en-milieu-rural-contre-222-en-milieu-urbain-en-2021-ministere/>.

²⁰ International Finance Corporation (2024) *Côte d'Ivoire Nears Universal Access to Electricity*. <https://www.ifc.org/en/stories/2025/cote-divoire-nears-universal-access-to-electricity>.

²¹ Energypedia (2024) *Improving Access to Drinking Water*.

https://energypedia.info/wiki/Improving_Access_to_Drinking_Water_with_Solar_Energy_in_Rural_Ivory_Coast.

²² Internet Society (2025) *Country Reports*. <https://pulse.internetsociety.org/en/reports/CI/>.

²³ World Bank (2025) *Gender Data Portal*. <https://genderdata.worldbank.org/en/economies/cote-d-ivoire>.

²⁴ OECD (2025) *Social Institutions & Gender Index Dashboard*. <https://www.oecd.org/en/data/dashboards/social-institutions-gender-index.html?oecdcontrol-18ae15c5e9-var1=CIV>.

²⁵ ODI Global (2023) *Women's economic empowerment and decent work*. <https://odi.org/en/publications/womens-economic-empowerment-and-decent-work-in-cote-divoire/>.

²⁶ Independent Electoral Commission (2023) *Elections of Regional, Municipal Councillors and Senators*, p.1. <https://cei.ci/elections-locales-et-senatoriales-2023/>.

²⁷ African Development Bank (2025b) *Energy Fact Sheet*. <https://www.afdb.org/en/mission-300-africa-energy-summit/accelerating-africas-energy-transition/cote-divoire-energy-fact-sheet>.

²⁸ TheGlobalEconomy.com (2024) *Security threats index*. https://www.theglobaleconomy.com/Ivory-Coast/security_threats_index/.

²⁹ Reliefweb (2025) *Côte d'Ivoire: monthly statistics*. <https://reliefweb.int/report/cote-divoire/unhcr-cote-divoire-statistiques-mensuelles-de-la-situation-du-nord-au-30-avril-2025>.

³⁰ International Labour Organization (2025) *ILOSTAT data explorer*.

https://rshiny.ilo.org/dataexplorer79/?lang=en&segment=indicator&id=SDG_0852_SEX_AGE_RT_A.

³¹ Ministry of Planning and Development (2021) *NDP 2021-2025: Strategic Diagnosis, Volume 1*, p.165.

³² Kouassi Yeboua (2024) *Côte d'Ivoire*. <https://futures.issafrica.org/geographic/countries/cote-divoire/>.

³³ University of Notre Dame (2025) *Notre Dame Global Adaptation Initiative*. <https://gain.nd.edu/our-work/country-index/rankings/>.

³⁴ Timber Trade Portal (2025) *Forest Resources of Cote d'Ivoire*. <https://www.timbertradeportal.com/en/republic-of-cote-divoire/176/country-context>.

population. Approximately two-thirds of rural women are engaged in agriculture,³⁵ many of whom rely on firewood and charcoal. Rising sea levels—projected to reach 51 cm by 2080³⁶—increase the risk of flooding, erosion, and saline intrusion. Women and youth, who are disproportionately engaged in agriculture and informal work, face heightened vulnerability due to limited access to resources, energy, and services.

9. The National Development Plan 2026-2030 (NDP) aspires to build “a prosperous, united Côte d’Ivoire with a strong presence in Africa and globally,” with the goal of attaining upper-middle-income status. A key target is to reduce poverty to below 20 per cent by 2030, with priorities focused on accelerating economic transformation while ensuring benefits are fairly distributed.³⁷ The country also aims to achieve universal electricity access by 2030. As of 2023, 31 per cent of electricity generation came from renewable sources, with a 2030 target of 45 per cent.³⁸ Côte d’Ivoire has committed to reducing carbon dioxide emissions by 37 million tons by 2030 through carbon market mechanisms and a low-emission, climate-resilient development strategy.³⁹

10. The evaluation of the previous programme confirmed the comparative advantage of UNDP in governance—including service delivery, digitalization, and social cohesion—as well as the advancement of women in political and economic life, youth employment, and environmental planning and financing. The evaluation also recognized the role of UNDP in engaging diverse stakeholders, with strong results in institutional reform and capacity-building. Recommendations included focusing interventions on a limited number of geographic areas, strengthening partnerships with local authorities, addressing structural drivers of inequality, and prioritizing green jobs for women and youth.⁴⁰

11. Drawing on these findings, UNDP will contribute to UNSDCF outcomes by strengthening economic structural transformation, innovation, productivity, and sustainable growth; improving access to opportunities and basic services for women, youth, and vulnerable groups (including rural populations, informal workers, and those without access to services); and building resilience at the community level to climate challenges and natural disasters. Building on its comparative advantage as a provider of integrated solutions, UNDP will support national and subnational institutions in addressing governance, social, economic, and environmental challenges. Through engagement with public and private partners—including financial institutions—UNDP will help Côte d’Ivoire position itself as a regional leader by mobilizing resources, scaling innovation and supporting South-South cooperation.

II. Programme Priorities and Partnerships

12. By scaling innovative, inclusive economic solutions—especially in underserved regions in the north and west—UNDP will contribute to the 2030 SDG Agenda and the African Union Agenda 2063, supporting Côte d’Ivoire aspiration to attain upper-middle-income status. The country programme is directly aligned with the five pillars of the National Development Plan (NDP) and will support the three priorities of the UNSDCF for 2026-2030 and two outcomes of the UNDP Strategic Plan.

13. Informed by programme evaluations and co-developed through technical consultations with the government, development partners, civil society, the private

³⁵ Agence Française De Développement (2024) *Fighting for Female Farmers in West Africa*. <https://www.afd.fr/en/actualites/fighting-female-farmers-west-africa>.

³⁶ NASA (2025) *IPCC Sea Level Projection Tool*. <https://sealevel.nasa.gov/ipcc-ar6-sea-level-projection-tool>.

³⁷ Ministry of Economy, Planning, and Development (2025c) *Review of the Implementation of the PND 2021-2025*, p.23.

³⁸ Ibid, African Development Bank (2025b).

³⁹ Climate Analytics (2025) *Low emission strategies in Africa*. <https://climateanalytics.org/projects/lt-leds-in-africa>.

⁴⁰ Ibid, UNDP (2025), pp.9,11-12,14-16,18-20,25-26,31-32.

sector, and United Nations organizations,⁴¹ the programme is structured around two outcomes: (i) digital public services and opportunities; and (ii) innovation for sustainable growth and climate resilience.

14. Under Outcome 1, the theory of change (ToC) posits that strengthening local governance—through improved planning, budgeting, digital service delivery, combined with targeted efforts to close digital gaps, will foster inclusive development. Civic education and participatory processes, particularly involving women and youth, will enhance engagement. Social cohesion will be reinforced through early warning systems, mediation, and community-level resilience-building with active involvement of women and youth. These efforts aim to expand access to digital services, justice, civil registration, and economic opportunities in underserved areas, especially rural and north-west regions, by 2030.

15. For Outcome 2, the ToC centres on advancing environmentally sustainable entrepreneurship by supporting youth and women-led micro, small, and medium-sized enterprises (MSMEs) and cooperatives, creating green jobs, and facilitating access to green finance and digital tools. UNDP will promote systemic economic transformation through innovation, digitalization, and skills training in collaboration with universities and the private sector, including renewable energy providers, agribusinesses and climate technology companies. Expansion of solar-powered infrastructure will strengthen households, businesses and local economies. Climate resilience will be reinforced through nature-based solutions, biodiversity conservation and environmental finance. Together, these efforts will support a development model based on innovation, climate action, and ecosystem restoration by 2030.

16. Progress on these outcomes is contingent on several assumptions: sustained commitment by national and local authorities to decentralization and governance reforms; continued public and donor financing; and access to climate-related and blended finance. Other key factors include inclusive mechanisms to ensure participation by women, youth, and vulnerable groups in planning, implementation, and monitoring; strong local leadership; and institutional and financial stability to sustain results.

17. Potential shifts in the political landscape or national priorities may impact the pace of reforms. Limited enforcement of decentralization could hinder inclusive local governance gains. Continued reliance on informal employment may constrain productivity and investment. Delays in national strategy implementation and climate-related shocks could deepen existing disparities, particularly among rural women. Regional insecurity and cross-border violence remain persistent risks.

18. To mitigate these risks, UNDP will work with national and local stakeholders to implement programmatic solutions that scale up digital transformation, innovation, and sustainable financing—core enablers of the UNDP Strategic Plan. UNDP will continue coordination with traditional partners such as Germany and Japan, while expanding cooperation with new partners, including Italy and the Republic of Korea. South-South cooperation, such as collaboration with Brazil on agricultural value chains, and engagement with IFIs, such as the African Development Bank (AfDB), and the Islamic Development Bank (IsDB), will also be pursued.

19. UNDP will apply an integrated portfolio approach to address interconnected social, economic, governance, and environmental challenges. The programme will promote nature-positive economic opportunities, support green and digital entrepreneurship,

⁴¹ National CPD workshop with government, DPs, CSOs, private sector (Jan25); consultations with 20 ministries (Sep23–Feb24); inputs from UNDP country programme and thematic evaluations on social cohesion.

and strengthen sustainable resource management to break the cycle of poverty and environmental degradation. By aligning social, economic and environmental dimensions, UNDP will help communities build resilient livelihoods, boost local economies, and conserve vital ecosystems. Leveraging its analytical expertise, operational reach, and capacity for collaboration will underpin effective implementation.

20. To ensure sustainability, UNDP will pursue a deliberate strategy to scale up successful pilots, institutional reforms, and tested innovations through policy integration and geographic expansion—particularly in the north-western areas. Local innovations, such as e-governance platforms, youth-led innovation labs, and circular economy models, will be prioritized in underserved regions. UNDP will also expand partnerships to accelerate innovation ecosystems, increase access to green and blended finance, and build digital transformation capabilities across sectors. These efforts will be guided by systems mapping and participatory feedback mechanisms to scale impact and address structural barriers, particularly affecting rural and marginalized populations.

21. The programme design and ToC are guided by the commitment to Leaving No One Behind (LNOB). This principle emphasizes accountability, participation, and non-discrimination in access to services for women, youth, and vulnerable groups, including asylum seekers. UNDP will work with partners such as the National Human Rights Commission (NHRC) and Ombudsperson to strengthen grievance mechanisms and promote rights-based service delivery.

Digital Public Services and Opportunities

22. UNDP will contribute to Pillar 1 of the NDP - accelerating structural economic transformation through improved productivity, innovation, and private-sector development—and Pillar 5, which focuses on strengthening governance and accelerating state modernization. It will also contribute to UNSDCF Outcome 2—enhancing access to basic services and economic, political, and cultural opportunities—and to Outcome 1 and Outcome 2 of the UNDP Strategic Plan: structural transformation, particularly through green and digital transitions; and ensuring that no one is left behind. UNDP will integrate global strategic plan solutions on governance, poverty, and inequality using a systems-based approach that emphasizes efficiency, participation, and transparency.

23. Leveraging its role as provider of integrated solutions, UNDP will strengthen citizen engagement and local governance capacities among local authorities to improve delivery of basic services. The programme will promote accountable institutions by supporting decentralization, legal reforms, and national and subnational implementation capacity.

24. In collaboration with local authorities, the private sector, and community associations representing women and youth, UNDP will prioritize strengthening systems and capacities to implement, finance, and monitor green development plans, particularly in rural and peri-urban areas in the north and west. UNDP will scale up proven interventions such as community small grants (financed by the Global Environment Facility) and local development initiatives supported through the United Nations Capital Development Fund (UNCDF), promoting circular economy approaches.

25. As the lead United Nations agency on social cohesion, UNDP will support efforts in collaboration with the Ministries of Interior and Security (MIS); National Cohesion, Solidarity, and the Fight Against Poverty (MCNSLP); Economy, Planning, and

Development (MEPD); Environment, Sustainable Development, and Ecological Transition (MINEDDTE); and Finance and Budget (MFB). This includes strengthening national and community-level mediation and response systems, including through activation of civil-military coordination cells and implementation of the national social cohesion strategy. UNDP will engage women and youth as agents of change in these processes.

26. UNDP will support the modernizing and digitalization of public administration systems to deliver effective, comprehensive public services and critical infrastructure, particularly in rural areas. The programme will enhance e-governance and citizen feedback channels by expanding the use of digital platforms and artificial intelligence tools to strengthen efficiency and accountability. UNDP will work with leading universities, ministries, and United Nations partners, and engage youth, including young women, to design and scale local solutions for service delivery and community development.

Innovation for Sustainable Growth and Climate Resilience

27. This outcome contributes to Pillars 2, 3, and 4 of the NDP: infrastructure, regional development, and environmental sustainability (Pillar 2); human capital, skills, and green job creation (Pillar 3); and equity, the empowerment of women and girls, and inclusive growth (Pillar 4). It also supports UNSDCF Outcome 2 on sustainable development that leaves no one behind, and Strategic Plan Outcome 1. UNDP will leverage its proven governance approaches to support reforms that promote an enabling environment and address structural barriers, including digitalization, tax reform, and stronger economic governance and policy coherence.

28. Building on private sector ecosystem and SDGs financing studies, such as the SDG Investor Map, UNDP will engage institutions such as the General Confederation of Enterprises, the Ministries of Commerce and Industry; MFB; and MEPD to support MSMEs—particularly those led by women and youth—by facilitating better access to finance and services. UNDP will help MSMEs enhance their competitiveness through diversification, stronger value chains, alignment with industrial policy and green transition goals, and improved access to external markets by leveraging trade opportunities and niche markets under the African Continental Free Trade Area. Multi-stakeholder platforms will be used to promote public-private dialogue across value chains that integrate economic, social, environmental, and governance dimensions. Efforts will also address the barriers faced by women in accessing markets and economic opportunities.

29. Working closely with the Ministries for the Promotion of Youth, Professional Integration, and Civic Service (MPJIPSC); Digital Transition and Digitalization (MTND); and the Ministry of Technical Education, Professional Training, and Apprenticeship (METFPA), UNDP will scale up its support to youth from 10,000 to over 100,000 youth (50 per cent women) in start-ups and entrepreneurship. In line with evaluation recommendations to deepen partnerships with academia and vocational training institutions,⁴² UNDP will renew partnerships with universities, such as—Cocody University to expand the innovation labs launched in Abidjan and San Pedro to Korhogo (north) and Man (west). Leveraging new technologies, such as artificial intelligence, and best practices, UNDP will promote employment and entrepreneurship for youth and women by turning development challenges in agriculture, health, education, and mining into green growth opportunities.

⁴² Ibid, UNDP (2025), pp.33-34.

30. UNDP will support youth and women entrepreneurs in innovating, expanding, and diversifying their activities through increased access to finance and green and digital solutions, including e-commerce platforms and agrifood value chains. UNDP will also assist MSMEs and communities in accessing or developing clean energy and climate-resilient technologies for infrastructure and economic activity. Building on tools such as the national financing framework, UNDP will work with the MFB, sectoral ministries, multisectoral institutions, and the private sector to scale up climate financing mechanisms, such as green bonds and carbon credits.

31. UNDP will continue its strong partnership with the MINEDDTE and other sectoral ministries to finance, implement, and monitor the Nationally Determined Contribution (NDC). It will scale up actions in accelerator areas, including climate and nature-based solutions to protect critical ecosystems. Building on innovation labs and lessons learned from implementing the National Gender and Climate Strategy,⁴³ UNDP will collaborate with the Government and universities to apply green and smart technologies and enhance skills and knowledge in a risk-informed manner.

32. UNDP will work with government ministries and the private sector to attract public and private investments to support the transition of the country to a low-carbon, inclusive economy. This includes creating green and blue jobs for youth and women in sectors such as ecotourism, sustainable fisheries, agroforestry, renewable energy, and the circular economy. UNDP will partner with the European Union and the Green Climate Fund (GCF) to support the development of a national carbon market and unlock climate financing to incentivize emissions reductions and ecosystem restoration. Actions will include accelerating the adoption of modern, low-emission technologies; expanding access to clean energy; and developing sustainable value chains with import substitution industries in key sectors, such as the cocoa and cashew sectors.

III. Programme and Risk Management

33. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. The accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the organization's Programme and Operations Policies and Procedures and Internal Control Framework.

34. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to *force majeure*. Harmonised Approach to Cash Transfers (HACT), will be used in a coordinated fashion with other UN agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

35. Environmental and climate vulnerabilities—deforestation and natural resource-related conflict—pose significant risks to development. These risks are further compounded by regional instability, particularly along northern borders. To mitigate these risks, UNDP will conduct regular conflict assessments and strengthen local adaptation measures, such as nature-based solutions, early warning systems, and smart resource monitoring tools, while scaling up innovation labs and community resilience initiatives.

⁴³ MINEDDTE (2020) *National Gender and Climate Change Strategy 2020–2024*.

36. Through joint analysis and programming, and in close coordination with the United Nations Resident Coordinator, the United Nations country team (UNCT), and development partners, UNDP will deliver targeted solutions to address deforestation, climate risks, and instability. As the lead agency on technical and financial partner coordination, UNDP will strengthen development effectiveness and coordination to achieve collective impact.

37. UNDP will increase deployment of national and international United Nations Volunteers to support programme implementation. They will contribute to digital services, innovation labs, climate resilience, and civic engagement. These contributions will be integrated into programming and monitoring to deepen sustainability and impact.

38. To mitigate risks associated with declining official development assistance (ODA) and core resources, UNDP will diversify its resource base through partnerships with philanthropic foundations and IFIs, as well as through innovative financing mechanisms such as blended finance and diaspora crowdfunding. UNDP will pursue co-financing and pooled funding mechanisms, including through joint programming with United Nations organizations. It will support the Government in strengthening domestic resource mobilization and explore cost-sharing models and blended finance—including green and blue bonds, carbon credits, and Islamic finance—to improve creditworthiness and revenue systems.

39. UNDP will monitor risks linked with the upcoming 2025 presidential and 2026 legislative elections, update the risk framework, and strengthen local early warning systems. Mitigation measures will include support to inclusive civic platforms and localized governance systems that foster social trust and address structural barriers to the economic and political participation of women and youth. All relevant platforms will be leveraged to advance participatory governance and social cohesion. In line with the commitment to leave no one behind, a systems transformation approach will be pursued through integrated portfolios that promote adaptive programming, coherence, and greater impact, particularly for women, youth, and vulnerable groups at risk of being left behind.

40. To ensure sustainability and institutional ownership of results and building on capacity assessments of key partners,⁴⁴ the programme will apply a deliberate capacity-building strategy. UNDP will support national and local institutions in strengthening core functions such as planning, budgeting, and digital transformation, through technical assistance, training, innovation labs, and South-South cooperation. Progress will be tracked using output indicators that measure institutional uptake and improvements in service delivery.

IV. Monitoring and Evaluation

41. Monitoring and evaluation frameworks will align with the NDP, UNSDCF, SDGs, and UNDP Strategic Plan (2022–2025). UNDP will support the MEPD in developing a digital platform to track NDP implementation. In collaboration with the National Statistics Agency (ANStat) and research institutes, innovative methods will be used to collect data disaggregated by age, sex, ethnicity, status and geographic location. UNDP will also strengthen the capacities of national partners to apply social and environmental standards.

⁴⁴ Between 2022-2024: MIS; MEPD; MINEDDTE; MCNSLP; NHRC; and CSO partners.

42. External evaluations, independent assessments, and audits, in line with UNDP evaluation guidelines, will inform strategic decision-making, programme adaptation and accountability. A costed evaluation plan will prioritize learning from country programme and thematic evaluations to guide mid-course corrections, future programming, and development effectiveness. All evaluations will be uploaded to the Evaluation Resource Centre, where recommendations will be tracked through management responses and follow-up actions. Regular reviews will draw on disaggregated data from digital platforms and real-time community feedback, such as community perception surveys, with support from the United Nations Monitoring and Evaluation Working Group to guide updates to the ToC and the results and resources framework. Joint monitoring of the UNSDCF will be supported through tools such as United Nations Info and participatory field validation. UNDP will periodically review and strengthen staff capacities in monitoring, evaluation, and adaptive learning.

43. A knowledge management strategy will be adopted to inform policy and programming, and to make results and lessons learned accessible to diverse audiences. UNDP will revamp its communication strategy to harness data storytelling, multimedia content, and short-form formats across social media, national and international media, and partner platforms. Real-life stories, visual data summaries, and interactive updates will be shared through curated newsletters and targeted outreach to stakeholders.

Annex: Results and Resources Framework

National Priorities: NDP Pillar 4 – Promoting equity, gender, and inclusive growth; NDP Pillar 5 – Strengthening governance and accelerating state modernization				
Cooperation Framework Outcome Involving UNDP (UNSDCF Outcome 2; UNDP Outcome 1): By 2030, populations, especially women, children, adolescents, youth and vulnerable groups, particularly in rural and peri-urban areas, have better access to essential services (basic social services, justice, civil status, culture), economic, political and cultural opportunities, and benefit from better social protection, including in emergency contexts.				
Related Strategic Plan Outcome 2: Leaving no one behind				
Cooperation Framework Outcome Indicator(s), Baseline(s), Target(s)	Data Source, Frequency of Data Collection, Responsibilities	Indicative CP Outputs (including indicators, baselines, targets)	Major Partners / Partnership Frameworks	Estimated Cost by Outcome (\$)
Indicator 1.a: Gender Inequality Index Baseline 1.a (2022): 0.612 Target 1.a (2030): 0.51 Indicator 1.b: E-Government Development Index Baseline 1.b (2024): 0.5587 Target 1.b (2030): 0.60 Indicator 1.c: Civil Society Participation Index Baseline 1.c (2024): 0.78 Target 1.c (2030): 0.82 Indicator 1.d: Corruption Perception Index Baseline 1.d (2024): 45% Target 1.d (2030): 55%	Data Source 1.a: Human Development Report Frequency 1.a: Annual Responsibility 1.a: UNDP Data Source 1.b: E-Government Development Index Frequency 1.b: Biennial Responsibility 1.b: United Nations Department of Economic and Social Affairs (UNDESA), Division for Public Institutions and Digital Government (DPIDG) Data Source 1.c: Our World in Data Frequency 1.c: Annual Responsibility 1.c: Varieties of Democracy Data Source 1.d: Transparency International Frequency 1.d: Annual Responsibility 1.d: Transparency International	Output 1.1: Women, youth, and vulnerable groups, particularly in rural and peri-urban areas, actively participate in decision-making and budgeting for improved social cohesion through inclusive dialogue mechanisms for digital and green local development, social cohesion and community resilience to conflict and climate-related risks. Indicator 1.1.1: Number of inclusive dialogue mechanisms and participatory platforms established and/or supported to enable active engagement of women, youth, and vulnerable groups in decision-making for green local development and community resilience to conflict and climate-related risks. [IRRF 3.1.3] Baseline (2025): 5 (rural) Target (2030): 35 (rural) 15 (peri-urban) Data Source: UNDP project monitoring reports; platform meeting minutes; CSSOs; community surveys Frequency: Annual Indicator 1.1.2: Number of community-reported conflicts addressed through dialogue platforms supported by UNDP that were resolved or reached agreement, disaggregated by conflict type where possible (e.g. climate-related, land, governance). Baseline (2025): 45 (rural) Target (2030): 140 (rural); 60 (peri-urban) Data Source: UNDP project monitoring reports; platform meeting minutes; CSOs; community surveys; ombudsman Frequency: Annual Indicator 1.1.3: Percentage of inclusive dialogue mechanisms and participatory platforms' participants reporting trust in local governance and decision-making. Baseline (2025): 0% Target (2030): 70% (rural); 70% (urban); 70% (women); 70% (youth)	MIS; MEPD; MCNSLP; MINEDDTE; MFB; METFPA; MTND; Family, Women, and Children (MFFE); Justice Ombudsperson NHRC Municipalities Regional councils Civil-Military Cells Civil Society Organizations Women's Associations Youth Associations Private sector AfDB; IsDB Brazil; Germany; Italy; Japan; Republic of Korea UNESCO, UNFPA, UN Women	Regular: \$1,410,000 Other: \$31,473,000

		<p>Data Source: Platform perception survey Frequency: Annual</p>		
		<p>Output 1.2: Local authorities possess strengthened capacity and innovative tools to efficiently plan, implement, and monitor integrated solutions for inclusive, green, and digital service delivery and development.</p> <p>Indicator 1.2.1: Number of local government staff trained in digital tools and green transition planning. Baseline (2025): 100 (Female); 120 (Male) Target (2030): 500 (Female); 600 (Male) Data Source: UNDP project monitoring reports; training participant records; MINEDDTE report Frequency: Annual</p> <p>Indicator 1.2.2: Number of local development plans integrating digital or green solutions developed. Baseline (2025): 0 Target (2030): 50 Data Source: Local government development budgets and plans; local government meeting minutes Frequency: Annual</p> <p>Indicator 1.2.3: Percentage of people reporting a perceived improvement in the quality of public services and governance, including in the handling of corruption cases. Baseline (2025): 55% Target (2030): 65% Data Source: Community Perception Survey; High Authority for Good Governance, Ministries of Justice; Public Service; and MEPD Frequency: Annual</p> <p>Output 1.3: Systems and tools established to strengthen the delivery of quality public services, including digital service platforms and green transition, operational accountability mechanisms, and citizen feedback loops to support transparency and trust.</p> <p>Indicator 1.3.1: Number of digital tools or systems for local planning and service delivery. [IRRF 2.3.2.a] Baseline (2025): 2 Target (2030): 10 Data Source: UNDP project monitoring reports; MIS monitoring reports Frequency: Annual</p> <p>Indicator 1.3.2: Number of people using digitalized public services supported by UNDP. Baseline (2025): 0 (Female); 0 (Male) Target (2030): 25,000 (Female); 25,000 (Male) Data Source: ANStat, UNDP</p>		

		<p>Frequency: Annual</p> <p>Indicator 1.3.3: Number of people with access to basic services, disaggregated by sex. Baseline (2025): Female (2,500); Male (2,000) Target (2030): Female (150,000); Male (100,000) Data Source: UNDP project monitoring reports; platform meeting minutes; CSOs; community surveys; Ombudsman Frequency: Annual</p> <p>Indicator 1.3.4: Community satisfaction with basic services, disaggregated by rural, peri-urban, sex, age. Baseline (2025): To be determined at start of programme Target (2030): 70% Data Source: Community Perception Surveys Frequency: Annual</p>		
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National Priorities: NDP, Pillar 1 – Accelerating structural economic transformation by enhancing overall productivity, innovation, and private-sector development; NDP, Pillar 2 – Strengthening infrastructure, promoting balanced regional development, and ensuring environmental sustainability; NDP, Pillar 3 – Developing human capital, skills, and creating decent jobs.				
Cooperation Framework Outcome Involving UNDP (UNSDCF Outcome 3; UNDP Outcome 2): By 2030, communities benefit from an inclusive and sustainable development model that fosters innovation, scientific research, equitable and environmentally responsible economic growth, promotes the circular economy, and integrates concrete actions to combat climate change, while implementing measures to protect and restore biodiversity and adopting new practices that restore and preserve natural resources.				
Related Strategic Plan Outcome 1: Structural transformation, particularly green, inclusive and digital transitions				
Cooperation Framework Outcome Indicator(s), Baseline(s), Target(s)	Data Source, Frequency of Data Collection, Responsibilities	Indicative CP Outputs (including indicators, baselines, targets)	Major Partners / Partnership Frameworks	Estimated Cost by Outcome (\$)
Indicator 2.a: GHG Emissions Reduction (million tonnes CO ₂ equivalent) [IRRF 6.5.1] Baseline 2.a (2012 – 2030): 121.44 Target 2.a (2030): 84.51 Indicator 2.b: Percentage of local governments that adopt and implement local disaster risk reduction strategies in line with national strategies Baseline 2.b (2024): 0% Target 2.b (2030): 100% Indicator 2.c: Forest area as a proportion of total land area (SDG 15.1.1) [IRRF 3.1] Baseline 2.c (2022): 8.2% Target 2.c (2030): 20% Indicator 2.d: Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type (SDG 15.1.2) Baseline 2.d (2022): 22.83% Target 2.d (2030): 30%	Data Source 2.a: Nationally Determined Contributions Registry Frequency 2.a: Biennial Responsibility 2.a: Environmental Information System Data Source 2.b: Sendai Framework Monitor Frequency 2.b: Annual Responsibility 2.b: United Nations Office for Disaster Risk Reduction Data Source 2.c: World Bank Frequency 2.c: Biennial Responsibility 2.c: Food and Agriculture Organization: Global Forest Resources Assessment Data Source 2.d: World Database on Protected Areas Frequency: Biennial Responsibility: UN Environment Programme World Conservation Monitoring Centre	Output 2.1: Support mechanisms and enabling conditions established for the improved performance of MSMEs (led particularly by youth and women), and for their contribution to digital and nature-positive transitions. Indicator 2.1.1: Number of MSMEs receiving support on innovation, business development, digital solutions to participate in a nature-positive transition. Baseline (2025): 0 Target (2030): 2,000 (1,000 women-led); (1,000 youth-led) Data Source: UNDP project monitoring reports; implementing partner reports; MINEDDTE reports Frequency: Annual Indicator 2.1.2: Percentage of UNDP-supported MSMEs reporting improved business performance. Baseline (2025): 0% Target (2030): 70% Data Source: MINEDDTE and MFB enterprise monitoring reports Frequency: Annual Indicator 2.1.3: Percentage of UNDP-supported MSMEs demonstrating improved nature-positive performance based on national green sector criteria. Baseline (2025): 0% Target (2030): 70% Data Source: UNDP beneficiary follow-up surveys Frequency: Annual	Commerce and Industry; Water and Forests; MFB; MINEDDTE; MEPD; METFPA; MPJIPSC; MTND; Carbon Market Bureau Business Associations; SME federations; women- and youth-led SMEs Association of Young Entrepreneurs Universities and vocational institutions Youth-CSOs Foundations AfDB; IsDB Brazil; European Union, Germany; Italy; Japan; Republic of Korea UNCDF, UNEP, UNV	Regular: \$2,183,000 Other: \$64,527,000

<p>Indicator 2.e: Renewable energy consumption as a percentage of total final energy consumption (SDG 7.2.1) [IRRF 5.2.1] Baseline 2.e (2022): 24.1% Target 2.e (2030): 45%</p> <p>Indicator 2.f: Proportion of rural population with access to clean cooking solutions (SDG 7.1.2) Baseline 2.f (2022): 42.60% Target 2.f (2030): 50%</p>	<p>Data Source 2.e: International energy Agency Frequency 2.e: Biennial Responsibility 2.e: International energy Agency</p> <p>Data Source 2.f: International energy Agency Frequency 2.f: Biennial Responsibility 2.f: International energy Agency</p>	<p>Indicator 2.1.4: Number of policies, strategies, and regulations that enable MSMEs' access to digital and green technologies for nature-positive economic transition. Baseline (2025): 0 Target (2030): 10 Data Source: UNDP project monitoring reports; MTND reports Frequency: Annual</p> <p>Output 2.2: Community-levels systems, tools, and financing mechanisms support the creation of green and blue jobs for women, youth, and vulnerable groups while improving operational capacities for sustainable resource management, renewable energy, inclusive local planning, and climate-resilient service delivery.</p> <p>Indicator 2.2.1: Number of youth, women, and vulnerable groups who have received training, resources, or technical assistance to adopt climate-resilient and nature-positive livelihoods. Baseline (2025): 0 Target (2030): 3,000 (Female); 2,000 (Male); 3,000 (Youth, 15 – 24); 1,000 (Vulnerable) Data Source: UNDP project monitoring reports; implementing partner reports Frequency: Annual</p> <p>Indicator 2.2.2: Number of people benefiting from early warning systems, climate and security, and disaster risk management tools, disaggregated by rural, peri-urban, sex, age. Baseline (2025): 0 Target (2030): 10 million Data Source: Local government reports; early warning system committee meeting minutes Frequency: Annual</p> <p>Indicator 2.2.3: Number of policies, strategies, or operational tools adopted or implemented by institutions with UNDP support to strengthen climate resilience and sustainable natural resource management. [IRRF 3.1.3] Baseline (2025): 0 Target (2030): 10 Data Source: UNDP project monitoring reports; MINEDDTE reports Frequency: Annual</p> <p>Indicator 2.2.4: Number of green and blue jobs created for women, youth, and vulnerable groups through UNDP-supported initiatives, disaggregated by rural, peri-urban, sex, age. Baseline (2025): 0 Target (2030): 3,000 (Female); 2,000 (Male); 3,000 (Youth, 15 – 24); 1,000 (Vulnerable) Data Source: UNDP project monitoring reports; implementing partner reports; MINEDDTE job statistics Frequency: Annual</p>		
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