



Empowered lives.
Resilient nations.

UNDP FUNDING WINDOWS

FUNDING WINDOWS

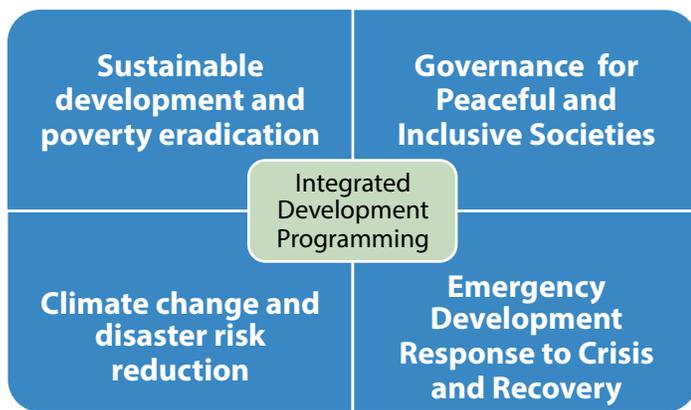
UNDP’s new Funding Windows are designed as pooled, flexible funding through which partners can support countries to simultaneously achieve the eradication of poverty and the significant reduction in inequalities and exclusion – the vision of UNDP’s Strategic Plan.

Through the Funding Windows, partners can contribute directly to supporting country-level efforts to achieve the Sustainable Development Goals, especially those related to poverty; inequality; sustainability; and peace, justice, and strong institutions.

The Funding Windows help partners and UNDP align around common goals. Partners get the benefit of pooled funding, and UNDP has greater flexibility to respond to country needs more effectively.

The four inter-connected Funding Windows are designed to facilitate multi-disciplinary and integrated responses to development issues that are inherently complex. The Funding Windows will promote **resilience** in all stages of the development process, and support development that is **risk-informed**.

The four Funding Windows are as follows:



At least 15 percent of funds channelled through this mechanism will be used for gender-specific activities, to ensure a fully mainstreamed and integrated approach to empower women and promote gender equality.

BENEFITS OF THE NEW FUNDING WINDOWS:

- Integrated approach that is tailored to local contexts and attuned to larger development trends.
- Alignment of resources to critical country, regional and global needs.
- Ability to adjust and respond to emerging issues, including migration and forced displacement, violent extremism, El Niño, etc.
- Focus on development outcomes rather than project outputs.
- Strategic engagement with partners leading to better targeting, results, and learning.
- Alignment with development effectiveness principles of ownership, alignment, harmonization, results, and mutual accountability.
- Support coherence at country level that complements the impact of other UN funding instruments and contribute to enhance joint programming.
- Reduced transaction costs for partners and UNDP with a lower number of single-donor projects and associated management and reporting requirements.
- Vehicle for expanding the donor base to support the implementation of UNDP’s Strategic Plan, including from the private sector, foundations, and new emerging donors – in addition to UNDP’s current partners.

CONTRIBUTIONS

Unearmarked: For maximum flexibility, partners are encouraged to contribute at the level of the Funding Window. Partners determine which Funding Window they wish to support, and UNDP allocates funds to individual country, regional or global projects in that thematic area based on allocation criteria (see below).

Some funding may be allocated at the global or regional levels for technical support including quality assurance to countries, cross-cutting work, promotion of South-South cooperation, and global advocacy.

Earmarked: Contributions may be earmarked to a sub-window within each Funding Window. Additionally, they may be earmarked to **global, regional or country** level initiatives at the Funding Window or sub-window level.

GOVERNANCE & ALLOCATION CRITERIA

The overall strategic guidance and prioritization for the use of the Funding Windows will be provided by UNDP's executive management group in line with the objectives of the Strategic Plan, informing the determination of specific projects where funding allocations will be most impactful depending on country-level needs, demands, and gaps.

Prioritization Criteria and Allocation Process

In allocating the unearmarked funds, UNDP will give highest consideration to initiatives and projects that target populations and communities that are most vulnerable; that address fragility and resilience; and that meet the following overarching criteria:

- Projects that demonstrate strong national ownership, and in line with country priorities including Country Programme Documents (CPDs) agreed with national partners.
- Require catalytic support for delivering on specific areas of the Strategic Plan priorities and SDG implementation.

Having a mature pipeline and efficient allocation process allows UNDP to support immediate implementation upon receipt of funding.

Projects receiving allocations will be vetted for quality assurance, including adherence to corporate quality standards, which include strong results frameworks; social and environmental standards; and gender mainstreaming.

The quality assurance system is an integral part of UNDP's overall risk management approach to programming, and is underpinned by a rigorous Stakeholder Response Mechanism and a Compliance Review process.

All projects will be closely reviewed to ensure they allocate 15 percent of budget to gender-specific interventions.

Wherever appropriate, initiatives to be funded will consider piloting of innovative approaches and promotion and utilization of South-South and Triangular cooperation - as a complementary modality for delivering results across countries and achieving impact at scale.

Funding for Emergency Development Response to Crisis and Recovery

A specific "fast track" approval process will be in place to ensure that funds are immediately accessible for countries to respond to sudden onset crisis.



REPORTING

A key feature of UNDP's Funding Windows is the strengthened focus on **results, transparency and accountability**. UNDP is recognised by member states to have strong evidence-based results reporting as demonstrated by its Annual Report to the Executive Board and results score-card. UNDP ranked first in 2014 among development agencies for its transparency efforts in the independent Aid Transparency Index carried out by Publish What You Fund.

Reporting on the Funding Windows will be based on the Strategic Plan Integrated Results and Resources Framework.

Reporting will include:

- **Real-time reporting through an on-line portal:** Building on UNDP's experience in managing the Multi Partner Trust Fund and its on-line reporting through the Gateway platform, the UNDP Funding Window portal will be operational in 2016. Donors will have access to real-time information on the Fund's activities, allocations, expenditures and results.

- **Annual Reports:** UNDP will draw from results reported at country, regional, and global levels, as well as from across projects and programmes around the world to provide a comprehensive picture of how the funding has contributed to development results. Donors will receive an Annual Report for each Funding Window, including an overview of donors, programmatic results, lessons learned and challenges, and a financial breakdown of contributions, allocations and expenditures.
- **Certified financial statement:** UNDP will issue per donor, an annual certified financial statement as of 31 December every year, in June of the following year. The report will provide the consolidated amount received per donor for each Fund, and the total expenditure per Fund.

PARTNER ENGAGEMENT AND VISIBILITY

The Fund design is based on the premise of active and substantive engagement with the contributing partners to the Funding Windows through an Advisory Group. Advisory Group meetings will highlight progress toward expected results; linkages to the Strategic Plan and support to the achievement of the SDGs; challenges and opportunities; and lessons learned through the implementation of activities supported at country level.

All contributing partners to the Funding Windows will be recognized and acknowledged in UNDP's Annual Reports; external website; Funding Window on-line portal; and other communications and publications related to the Funding Windows.

UNDP Country Offices that receive allocations from the Funding Windows will also acknowledge and highlight partners' contributions to the country-level initiatives during the related programmatic events and publications.

FREQUENTLY ASKED QUESTIONS

How are the new Funding Windows different?

Based on the experiences of the past, the new Funding Windows aim to strengthen efficiency by having fewer and more interconnected windows that are managed together, to increase efficiencies and to reduce transaction costs. The new architecture allows for greater integration in programming, and effective responses throughout the development continuum, tailored to local contexts.

How do the Funding Windows relate to other funding channels in UNDP?

Core resources remain the preferred funding channel as they constitute the bedrock of UNDP's support to poorest countries and to the UN Resident Coordinator system which UNDP leads, and which ensures UN-system coherence and co-ordination at country level. Funding Windows are the second best option to core, as they are thematically earmarked while still giving UNDP the flexibility to respond to country needs more effectively than project-level funding and complement other funding mechanisms.

How do the Funding Windows support an integrated approach?

Having one secretariat and one governance and allocation mechanism for the four funding windows allows UNDP to allocate resources with an integrated approach. Multi-disciplinary projects with components that address issues that cut across thematic areas may draw on resources from more than one funding window.

Can partners make multi-year pledges?

UNDP encourages multi-year commitments, as they allow for longer-term planning and implementation.

What happens to funding already given previously to UNDP's existing thematic trust funds?

The current Funding Windows will continue to be active through 2016 to enable existing agreements with partners to be fulfilled. As of 2016, all new thematic contributions will be allocated to the new Funding Windows.

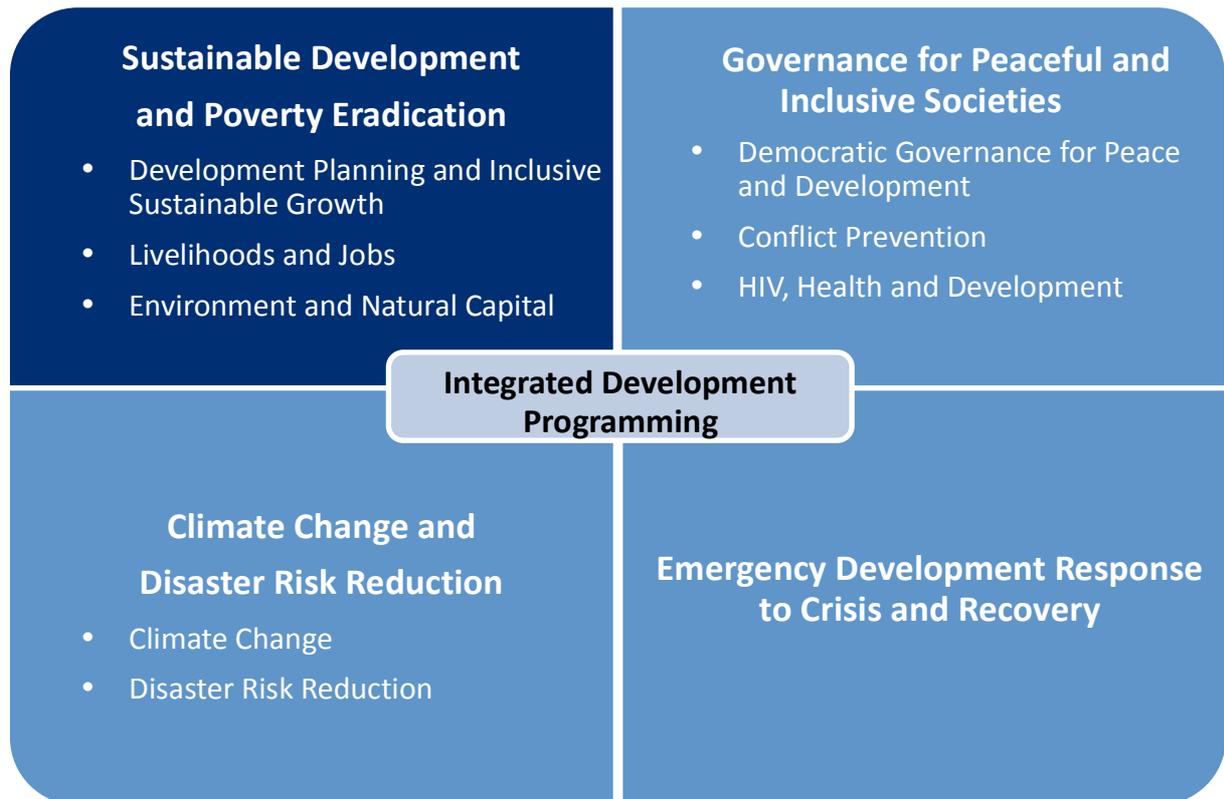
What agreement will be used for contributions to the Funding Windows?

UNDP will use a standard agreement for the Funding Windows. Each signed agreement will specify the thematic area of support, and if the contribution is global, regional or country-specific.

How will expenditures be tracked?

Funds are pooled together with other contributions for the same thematic area, and will be tracked by project and source of funding (i.e. Funding Window).

**Sustainable Development and Poverty Eradication
Funding Window**



SUSTAINABLE DEVELOPMENT, POVERTY ERADICATION WINDOW



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Resilient nations.

THE GLOBAL CHALLENGE

Agenda 2030 provides an unparalleled opportunity to address the persistent challenges of poverty and runaway environmental degradation.

Despite significant progress in reducing poverty since 1990, levels remain unacceptable. In 2015 there were an estimated 700 million people—nearly 10 percent of the world's population—living in extreme poverty. Over half of those living in poverty reside in cities, and this proportion is expected to increase steadily in the coming decades. Income gaps, coupled with insecure livelihoods and unreliable services, increase the prospect of people falling below poverty lines and into poverty traps. Employment growth is lagging behind population growth, expected to reach 9.7 billion by 2050, and gender gaps in employment and wages remain.

In addition, the livelihoods of 70 percent of the world's women and men living in poverty depend on ecosystem goods and services and natural resources; poverty will only increase unless environmental degradation is curtailed.

The combination of poverty, underemployment, unemployment, food insecurity and environmental degradation is creating fertile grounds for conflict, forced displacement and migration.

New development models are needed to address these challenges and foster a more prosperous and secure world.

UNDP'S APPROACH

To support countries to achieve sustainable development, UNDP offers holistic solutions that are socially inclusive, gender responsive, environmentally sustainable, and economically durable.

UNDP's approach is an integrated one that takes stock of the complex nature of development, and tailored responses to different contexts. This requires a focus on the rights of poor and vulnerable groups, including women, to secure access to decent work, livelihoods, basic needs, including food, water, sanitation and shelter, and to benefit

from a healthy environment. There is a need to decouple development from environmental destruction and to take measures to protect and restore ecosystems to ensure they continue to supply the ecosystem services that underpin development.

Work under this Funding Window aligns with the UNDG approach 'MAPS' (Mainstreaming, Acceleration and Policy Support). This promotes the integration of the 2030 Agenda into national and sub-national development plans and the strengthening of country capacities to produce data for SDG monitoring and reporting. It leverages investment and addresses bottlenecks to sustained progress.

UNDP's activities will:

- Promote inclusive development that addresses income and gender inequalities by strengthening national and sector planning, policy reforms, and social protection.
- Address the drivers of poverty, migration and displacement by promoting jobs and livelihood opportunities through green value chains, economic recovery, and inclusive markets.
- Identify financing and long-term solutions for environmentally sound development, with multiple benefits across the SDGs.
- Ensure synergies with its activities in the areas of climate change and disaster risk reduction, governance and peacebuilding, as well as crisis response and recovery.

FUNDING WINDOW

UNDP has designed a Funding Window on Sustainable Development, Poverty Eradication to support our work in this important area.

UNDP has designed three sub-windows to advance inclusive, environmentally sustainable development: (1) Development Planning and Inclusive Sustainable Growth, (2) Livelihoods and Jobs, and (3) Environment and Natural Capital.

SUB-WINDOW 1:

Development Planning and Inclusive Sustainable Growth

UNDP will work with governments to formulate and carry out plans to achieve inclusive sustainable growth in accordance with the UNDP Strategic Plan and 2030 Sustainable Development Agenda. In collaboration with national and sub-national governments, the private sector, civil society, and urban stakeholders, UNDP will:

- Strengthen analysis and strategies around sustainable development drivers, opportunities, barriers and trade-offs, and develop innovative solutions for development.
- Improve consideration of gender issues, and expand women's participation in sustainable development strategies.
- Support public finance reforms and increase access to public-private policy financing.
- Strengthen economy-wide and sector-targeted legislation, regulations and standards.
- Improve gender-responsive social protection systems and safety nets and broader public services, while strengthening productive capacities.
- Provide an integrated package of planning, budgeting and monitoring and evaluation tools to strengthen public policies and the development of interventions for sustainable, inclusive and resilient cities.

SUB-WINDOW 2:

Livelihoods and Jobs

Under this sub-window, UNDP seeks to support the creation of jobs and sustainable livelihoods as a means to ensure a durable foundation for development, stability and peace.

Livelihoods, jobs and economic recovery programmes are critical to address the root causes of poverty, conflict, migration and displacement, inequality and to build back better after economic, social and environmental shocks.

UNDP recognizes that sustainable job creation requires a multi-disciplinary approach, addressing inclusive markets, skills development, legislative reforms, and a strong focus on women and youth. Activities will:

- Promote inclusive and sustainable market growth by creating supply chains around natural resources, and expanding and greening value chains in key job-creating sectors.
- Support enterprise development through increased financial inclusion, skills development, and school-to-work transitions for young people.
- Promote sustainable, inclusive markets that generate tax revenues for essential social and economic infrastructure.
- Support women's economic empowerment and participation in the labour market, including legislative reforms that provide women with equal access to and control over productive assets.

SUB-WINDOW 3:

Environment and Natural Capital

UNDP's work in this sub-window identifies long-term solutions for development that do not degrade the environment. These solutions strengthen environmental management with a focus on: Biodiversity and Ecosystem Services; Sustainable Land Management and Desertification; Water and Ocean Governance; Extractive Industries; and Chemicals and Waste Management. UNDP will:

- Promote greener public investment that integrates environmental concerns into national and sector plans, including agriculture, forestry, fisheries, and extractives.
- Facilitate public-private partnerships in the area of ecosystems management and support to environment-friendly producers.
- Support access to innovative environmental finance that catalyzes multiple benefits across the SDGs, including through fiscal policy, impact investment, and green lending.
- Support expansion of women's access to environmental goods, services, and finance. Strengthen gender-responsive management of natural resources, including by ensuring women's full participation in decision-making.

- Promote social and environmental safeguards - against harm from economic development activities, including in extractive industries, agriculture, forestry, and fisheries sectors.

Gender Equality and Women's Empowerment

Support for gender equality and women's empowerment is critical to UNDP's work on poverty eradication and sustainable development. The Secretary-General committed the UN system to allocate at least 15 percent of UN-managed funds in support of projects that "address women's specific needs, advance gender equality or empower women" as their principle objective. Thus, UNDP will channel at least 15 percent of all funds through this Funding Window for gender-specific activities, and ensure a fully mainstreamed and integrated approach to empower women and promote gender equality in all projects supported through this window.

WHY CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT, POVERTY ERADICATION FUNDING WINDOW?

Funding through this window will provide UNDP with the resources necessary to promote inclusive sustainable development. Contributions help to:

- **Leverage UNDP's unparalleled country-level expertise and presence.** Since 2010 UNDP has helped over 120 countries integrate environmental priorities into national planning and production sector activities. UNDP has also helped over 150 countries access more than US \$2 billion from multilateral environmental vertical funds and other sources. In 2014 alone, UNDP investments have strengthened the livelihoods of 11.2 million people (including 5.7 million women) in 94 countries, and created 920,000 new jobs (41 percent for women) in 77 countries.

Moreover, 2.4 million women have benefitted from interventions to reduce barriers to women's economic empowerment. Through the UNDP-implemented GEF Small Grants Programme, nearly 250,000 hectares of degraded land have been improved and over 100,000 community members have shifted to more sustainable land and forest management practices. UNDP helps over 100

countries implement integrated water resources management, and has supported water governance reforms in over 60 countries.

- **Enable UNDP to contribute to national priorities** at the request of national partners, including supporting the implementation of the Country Programme Document (CPD).
- **Accelerate sustainable development**, thanks to UNDP's working relationships at all levels in over 170 countries, and our role as the UN's leading development agency. UNDP links its work on biodiversity and ecosystems with issues of poverty, gender, governance and crisis prevention. UNDP supports transformative social protection that addresses the needs of the poor and vulnerable and removes barriers to access, while improving productive capacities.
- **Promote linkages across the 2030 Development Agenda** by providing support on planning, costing, implementing and accelerating goals and targets. As the MDG scorekeeper, UNDP supported the preparation of over 550 MDG reports at country level, and now in the post-2015 era, UNDP has been a leader in carrying out the call from countries to create processes and frameworks so that all agencies' work supports one other.
- **Empower the most vulnerable**, including small island developing states and least-developed countries, and the most vulnerable populations within countries, such as women, indigenous people, youth and others. UNDP has supported the development of value chains with growth, job and income generation potential, specifically targeting low-income groups and women in over 40 countries.
- **Deliver results through maximizing the potential of South-South and Triangular cooperation (SSC and TrC).** The rich experience gathered by developing countries over the past few decades, and the growth of SSC and TrC, have converged to create a historic opportunity to accelerate efforts to achieve the sustainable development goals. UNDP is well positioned to support countries to contribute, share and transfer ideas, knowledge, expertise, and technologies as development multipliers.

Climate Change and Disaster Risk Reduction

Funding Window



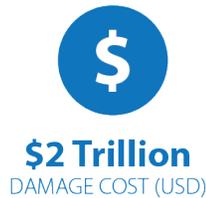
CLIMATE CHANGE AND DISASTER RISK REDUCTION WINDOW



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THE GLOBAL CHALLENGE

In the past twenty years, disasters have cost more than \$2 trillion, killed over 1.3 million people and affected more than 4.4 billion, including a disproportionately high number of women, children and other vulnerable groups.



Whether caused by a geological incident or a hydro-meteorological event, these disasters are all too often exacerbated by the result of poor, risk-blind development decisions that expose people and communities to risk. This reality will be made worse in the coming years by the increase of climate-related hazards such as cyclones, droughts and floods that are intensified by a changing climate.

In this new context of volatility, communities and nations are facing increasing, multiple and interconnected risks that can reverse years—and sometimes decades—of development progress.

Solutions to these challenges have traditionally been pursued in silos. Many development programmes are still uninformed by climate and disaster risks, while climate adaptation and disaster programmes often take little account of the broader political economy and other types of development needs.

The result: further development losses, wasted resources, and missed opportunities to address underlying risks or tackle challenges holistically.

UNDP'S APPROACH

To overcome these challenges, UNDP is promoting a holistic approach anchored in the notion that development can only be made sustainable if it is risk-informed.

Based on **decades of country-level experience**, this new approach will be critical to meet the Sustainable Development Goals (SDGs), and to implement the Sendai Framework for Disaster Risk Reduction (SFDRR) and the Paris Climate Change Agreement.

Consistent with the UNDP Strategic Plan, the approach integrates solutions to mitigate and adapt to climate change; reduce the risk of disaster; and use energy efficiently and sustainably through **comprehensive risk management programmes** that are and gender-sensitive and simultaneously:

- Address the key drivers of climate change and disaster risks.
- Support DRR and climate change adaptation measures.
- Promote efficient and renewable energy solutions.
- Increase energy access to boost income and build resilience in communities.
- Integrate risk-reduction measures in development and post-disaster recovery efforts.
- Ensure complementarity of climate change (CC) and disaster risk reduction (DRR) activities with UNDP's work in governance, peacebuilding, poverty eradication, and crisis response and recovery.

The **expected outcomes** of this approach are lower risk of natural disasters, including from climate change; lower carbon emissions; increased access to sustainable energy; better preparedness levels; and better response and resilient recovery.

FUNDING WINDOW

To promote risk-informed development, UNDP has created a Climate Change and Disaster Risk Reduction Funding Window (the CC/DRR FW) designed to build countries' capacity to manage risks associated with natural hazards and climate change. The CC/DRR FW has two sub-windows, each corresponding to a global flagship initiative: 1) Climate Change – “Towards Zero Carbon Development,” and 2) Disaster Risk Reduction – “5-10-50.”

SUB-WINDOW 1:

Climate Change – “Towards Zero Carbon Development”

“Towards Zero Carbon Development” is UNDP’s global flagship initiative designed to support the implementation of the Paris Climate Agreement and the SDGs.

This initiative recognizes that reducing global warming is *the* critical risk reduction measure to make development sustainable. The work of this sub-window is complementary and mutually reinforces the work of the Sustainable Development and Poverty Eradication thematic window given the close linkages between climate change and sustainable development. There are also numerous linkages to the Governance and Peacebuilding window, in particular with regards to climate refugees and integrating climate considerations into migration and displacement programming.

By building capacity and partnerships, and catalyzing financing, the initiative scales up UNDP’s climate mitigation and adaptation support to countries by 2025:

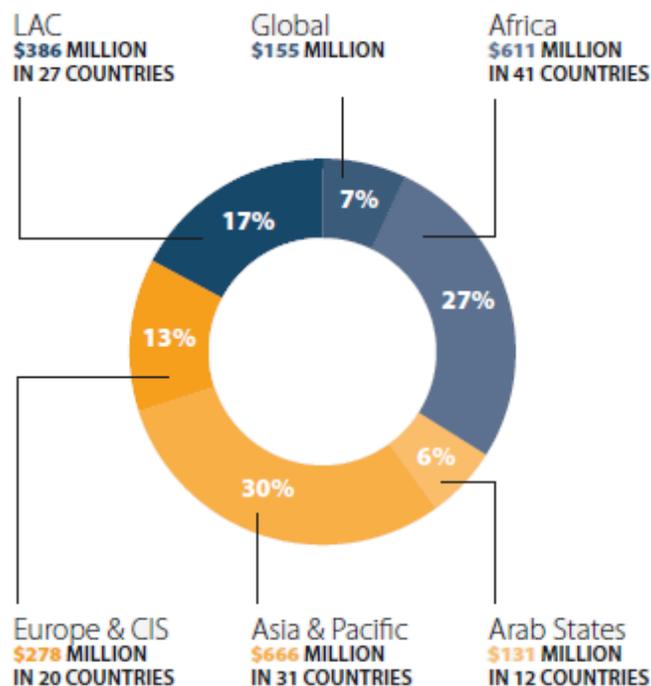
- **Mitigation through successful low- and zero-carbon development**, with activities that reduce greenhouse gas emissions and ensure cleaner, greener development. Activities include strengthening and implementing Intended Nationally Determined Contributions (INDCs) low and zero-carbon solutions such as national mitigation actions (NAMAs) and low emission development strategies (LEDs), improving land and forest management, and attracting private investment in sustainable energy.

- **Adaptation through strengthened capacities**, with activities to help countries—especially the poorest and most vulnerable, including small islands and least developed countries—be resilient in the face of climate change. Activities include support on devising and carrying out national adaptation plans (NAPs) and national programs of action (NAPAs); climate-resilient livelihood options for the poor and vulnerable, including small and medium enterprises, to reduce exposure to climate risks; fostering resilience for food security; and integrating climate action into disaster recovery.

To deliver on this initiative, UNDP will build on its decades of experience as **the largest service provider in the UN system** of country support on **climate change mitigation and adaptation**.

Since 2008, UNDP’s experience has translated in support to more than 140 countries to access more than \$2.3 billion in grant finance to develop and implement climate change activities, as illustrated in the figure below.

“5-10-50” is UNDP’s global flagship initiative designed to support the implementation of the SFDRR and the SDGs by building disaster resilience in a minimum of 50 countries over 10 years across 5 thematic areas where UNDP has a comparative advantage.



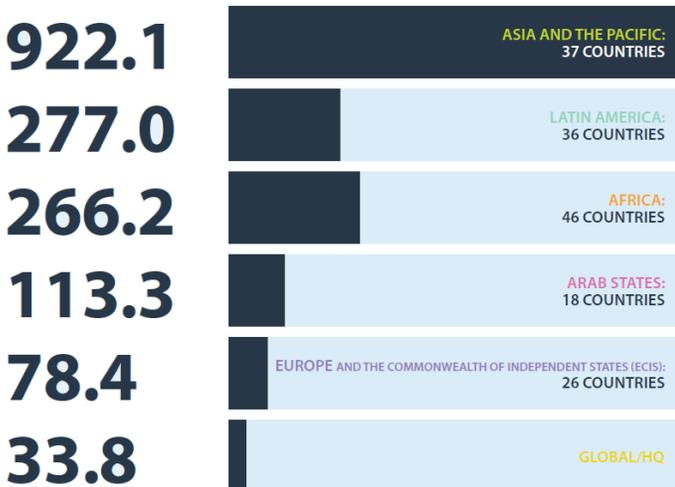
Disaster Risk Reduction – “5-10-50”

These areas include:

- **Risk Assessment and Communication** to provide evidence for risk-informed development.
- **Early Warning and Preparedness** to build countries’ capacity to produce and share information.
- **Integrated Risk Governance** to better manage risks and reduce disaster losses and impacts.
- **Resilient Recovery** to build back better with more effective pre-disaster policy making and planning for recovery.
- **Urban and Local Level Risk Management**, creating a two-way process so that local and national actors are in dialogue on policies, programs and needs.

To deliver on this initiative, UNDP will build on its proven track-record as **the largest service provider in the UN system** of country support in **disaster risk reduction and recovery**. From 2005 to 2014, a total of 163 countries have benefited from UNDP support in DRR, for a total portfolio of \$1.9 billion.

TOTAL EXPENDITURE BY REGION IN \$ MILLIONS, 2005–2014



Building Strategic Partnerships

At the heart of both flagship initiatives is the notion that risk-informed development, and through it, resilience cannot be built alone. To implement these initiatives, UNDP will mobilize the right partners to bring about catalytic change on the ground by leveraging each partner’s comparative advantage.

The “Towards Zero Carbon Development” initiative will seek to both attract and leverage private sector investment in line with our de-risking approach designed to create favorable conditions for investments.

With regard to 5-10-50, UNDP is already engaged in partnerships discussion with several major global, regional and national actors active in disaster and climate risk reduction.

Gender Equality and Women’s Empowerment

On average, women and children are 14 times more likely to die in a disaster than men due to their lower socio-economic status and gender inequality while 80% of people displaced by climate change are women. Mindful of this reality, UNDP will channel at least 15 percent of this Funding Window resources for gender-specific activities, and ensure a fully mainstreamed and integrated approach to empower women and promote gender equality in projects supported by this Funding Window.

WHY CONTRIBUTE TO THE CLIMATE CHANGE AND DISASTER RISK REDUCTION FUNDING WINDOW?

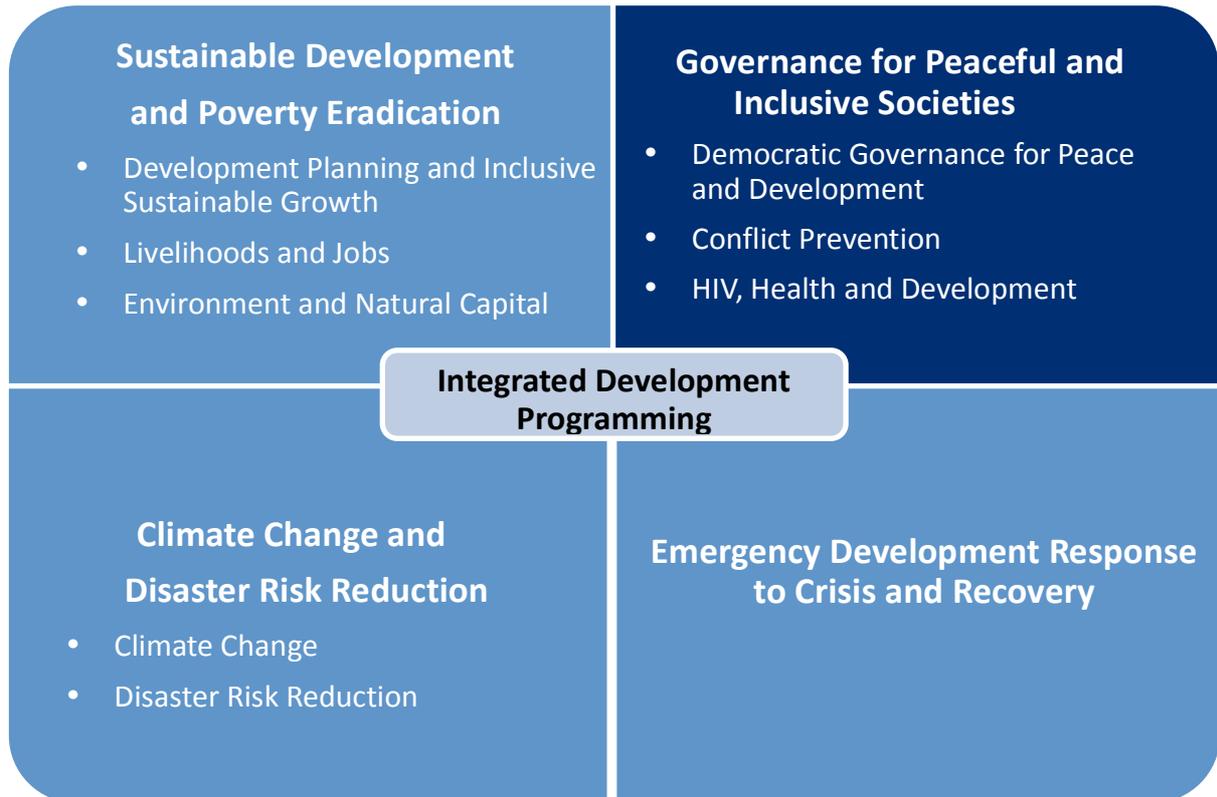
Funding through this window will provide UNDP with the resources necessary to promote risk-informed development.

- Leverage unparalleled **country-level expertise** and presence, including a \$2.3 billion portfolio in climate action across 140 countries over 8 years, and \$1.9 billion in DRR programming in 163 countries over 10 years.
- **Enable UNDP to contribute to national priorities** at the request of national partners, including supporting the implementation of the Country Programme Document (CPD).
- Deliver results by maximizing the potential of **South-South and Triangular cooperation** (SSC and TrC). The rich experience gathered by developing countries over the past few decades, and the growth of SSC and TrC, have converged to create a historic opportunity to accelerate efforts to achieve the SDGs. UNDP is well positioned to support countries to contribute, share and transfer ideas, knowledge, expertise, and technologies as development multipliers.

- Support **risk-informed, integrated and inclusive development** and promote linkages across the 2030 Agenda for Sustainable Development, the SFDRR and the Paris Climate Agreement.
- Empower those **most vulnerable** to climate change and disaster risks, including small island developing states and least-developed countries.
- Build on UNDP's proven track-record in supporting national partners in over 100 countries to improve nationally relevant, sustainable **gender equality results** in CC/DRR and to identify and remove the barriers and discrimination that have constrained women's full realization of their capabilities and rights.

Governance for Peaceful and Inclusive Societies

Funding Window



GOVERNANCE FOR PEACEFUL AND INCLUSIVE SOCIETIES



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THE GLOBAL CHALLENGE

Despite important progress toward achieving the Millennium Development Goals, inequalities are still growing in many countries, and extreme poverty and different forms of violence remain a challenge. Violent conflicts are increasingly protracted and complex. In 2014 there were more than 400 politically driven conflicts, many with cross-border spillover effects. Some 30 countries are now dealing with impacts of violent extremism, and more than 60 million people are forcibly displaced, posing serious challenges in terms of social cohesion and service delivery.

Whereas the number of formal democracies has increased over the last decades, in many of them civic space is shrinking, and rule of law institutions fail to supply public security and justice. Rising disillusionment with the responsiveness and inclusiveness of other state institutions and processes is generating new tensions and mistrust between governments and people. In post-conflict situations, we see a rise in prolonged transitions as a result of weak political settlements, which in some instances leads to increased polarization, at times providing a breeding ground for violent extremism.

Many previously 'stable' countries and cities have experienced sudden disruption and breakdown, undoing years of hard-won development gains. Fragility, conflict and violence can affect any country or society, and not just those experiencing, or emerging from, protracted warfare. Locally-confined tensions can easily become regionalized, complex and costly. The simple binary division of conflict from non-conflict countries is blurring. While today 43 percent of the world's poor people live in fragile states, that proportion is likely to rise to 62 percent by 2030.

Though significant progress has been made in the global response to HIV, TB and malaria over the last 15 years, these diseases continue to take five million lives a year, concentrated among the poorest and most excluded populations. In many countries, weak institutions and poor governance render communities and countries more vulnerable and unable to withstand shocks, hence also impeding progress on HIV, health and development more broadly.

UNDP'S APPROACH

In response to this steady rise in fragility, the UN Secretary-General and Member States have called for a stronger focus on conflict prevention, and for more comprehensive and predictable investments towards 'sustaining peace'. The 2030 development agenda confirms that sustainable development cannot be realized without building peaceful, just and inclusive societies with a strong focus on rule of law, addressing violence, citizen security and corruption and building effective, accountable and inclusive institutions.

Confronted with today's development challenges, UNDP has adopted an approach that features a stronger integration of governance, conflict prevention and support to peaceful and inclusive societies, aiming to support a more inclusive and resilient social contract between State and society. UNDP's work on governance and support to peaceful and inclusive societies is supported at all times by human rights-based, politically-informed and conflict-sensitive thinking on how development takes place in a given context, taking into account the complex power dynamics that contribute to structural inequalities.

FUNDING WINDOW

UNDP takes an integrated approach to programming to address the complex nature of development issues, and adapts its programming to respond to different development contexts.

UNDP's work through the Governance for Peaceful and Inclusive Societies (GPIS) Funding Window will contribute to inclusive and effective democratic governance. It will promote conflict prevention and conflict management, both being essential for achieving Sustainable Development Goal 16 on peaceful, just and inclusive societies, which provides the enabling governance environment for the achievement of the entire 2030 agenda. This integrated approach will help to create the resilient institutions and inclusive social contract needed to sustain peace. Greater investments in governance and the promotion of human rights will also be at the heart of UNDP's efforts to address HIV and achieve universal health coverage.

Under this Funding Window, UNDP will implement activities designed to:

- Promote and enhance the institutionalization of democratic governance systems and processes and ensure the incremental maturing of an inclusive and resilient social contract between State and people, needed to sustain peaceful, just and inclusive societies.
- Foster investments in conflict analysis and conflict prevention as an essential part of UNDP's governance and development work directly contributing to sustaining peaceful societies.
- Support national and regional efforts to reduce vulnerability to HIV and mitigate its adverse social and economic impacts, with a particular focus on promoting enabling legal environments, protecting human rights, reducing marginalization and advancing gender equality.”

UNDP has developed three sub-windows in the Governance for Peaceful and Inclusive Societies Funding Window as follows: **(1) Democratic Governance for Peace and Development, (2) Conflict Prevention and (3) HIV, Health and Development.**

SUB-WINDOW 1:

Democratic Governance for Peace and Development

UNDP's work on Democratic Governance for Peace and Development aims to promote and enhance the institutionalization of democratic governance processes as a means to ensure the incremental maturing of an inclusive and resilient social contract between State and people, needed to sustain peaceful, just and inclusive societies. Building just and inclusive societies requires a special focus on communities and groups experiencing discrimination and marginalization.

What We Offer

- **An integrated approach to foster inclusive political processes** aiming to support and strengthen the capacities of key political institutions – related to constitutional processes, parliamentary work, electoral cycle support, and political parties – in order to enhance people's participation, voice and accountability and build a stronger and more inclusive social contract. This also includes the strengthening of capacities for civic engagement and expanding and protecting civic space for people's participation in public life.

- **Support to the advancement of women's equal participation and decision-making** in political processes and institutions and women's participation in sustaining peace.
- **Strengthening the quality of service delivery for citizens is an essential condition for achieving the SDGs.** In fragile settings, the provision of basic services can be an important element of conflict prevention by strengthening confidence between communities and governments.
- **The strengthening of local governance and local development processes** as a means to preserving peace, working with local authorities and civil society to involve communities in deciding on local priorities and, in protracted crisis situations by supporting the much needed extension of state authority. Local service delivery and municipal strengthening is key for societies to deal with the stresses of migration and displacement, rapid urbanization or natural disasters. Working with local authorities, Local Government Associations and other networks, UNDP will also strengthen the capacity of these actors to deliver on the SDGs (in particular Goal 11 on urbanization and Goal 16 on peaceful and inclusive societies).
- **Expanding the policy and normative agenda for tackling corruption** and promoting more transparency in information management. UNDP supports governments to integrate transparency, accountability and integrity into particular sectors (education, health and water, justice and security) and in post-conflict reconstruction.
- In line with the UN system-wide Action Plan on youth, **UNDP supports initiatives at regional and country levels aiming to create formal platforms and mechanisms for youth engagement** and political participation, develop inclusive youth policies and promote youth engagement in SDG implementation, monitoring and accountability at all levels.
- **Addressing a wide range of rule of law, security, access to justice and human rights issues** that can pose a continued threat to peace and stability while promoting a human-rights-based and people centred-approach.¹ Working jointly with the UN

1. Jointly with the United Nations Department of Peacekeeping Operations (DPKO), UNDP also facilitates broader rule of law efforts in protracted crisis and conflict-affected settings through the work of the Global Focal Point for Police, Justice and Corrections (established by the UN Secretary-General in 2012) and supports efforts to mainstream human rights across the UN Development System.

DPKO, UNDP facilitates broader rule of law efforts in protracted crisis and conflict affected setting through the work of the Global Focal point for Police, Justice and Corrections and supports. These include challenges to the independence of the judiciary, disputes over land and property rights or accountability in the security services and the need to strengthen national systems for the promotion and protection of human rights. UNDP's assistance includes improving access to justice, establishing or restoring capable justice and security systems and institutions, increasing citizen security and reducing armed violence, addressing sexual and gender-based violence, supporting transitional justice and the promotion and protection of human rights and strengthening of human rights institutions.

and provide the foundations for reaching durable agreements and solutions (engaging civil society and marginalized communities, women and youth through civic participation).

- Collaboration with key stakeholders in **broadening the space for dialogue** and consensus building and strengthening the capacities and mechanisms (including insider mediation processes) needed for enhancing social cohesion in communities.
- Leadership in the **development of conflict analysis and assessment tools**, in close collaboration with the broader UN system, to provide standardized information that can be shared amongst UN agencies to more effectively respond to the complexity of conflict, with a view to informing conflict-sensitive programming and providing early warning for the potential eruption of tensions and violence.
- **Gender sensitive strategies and related research and advocacy for the prevention of violent extremism.** UNDP will address this global challenge through initiatives focusing on inclusive and participatory development, the governance of diversity and multi-cultural societies, and the promotion of tolerance. As a follow up to the Amman Youth Declaration and the 2015 UN Security Council Resolution on Youth, Peace and Security, UNDP's approach to preventing violent extremism will promote the positive role of young peacebuilders and call for enhanced support to meaningful youth participation in peacebuilding processes, social cohesion, and prevention of conflict and violent extremism.

SUB-WINDOW 2:

Conflict Prevention

The 2015 UN Report on the Peacebuilding Architecture stressed the need for the UN system to invest in conflict prevention in a more substantive and predictable manner. For UNDP, this is an essential component of the democratic governance work contributing to the building of peaceful, just and inclusive societies.



Through this Funding Window UNDP will also fund its corporate work on the prevention of violent extremism. UNDP's work on Conflict Prevention also builds upon and integrates closely our work on Sustainable Development, Gender as well as Climate Change and Disaster Risk management.

What We Offer

- **Identification and support to infrastructures for peace** that help prevent conflicts, manage tensions,

SUB-WINDOW 3:
HIV, Health and Development

Leveraging partnerships with the Joint UN Programme on HIV/AIDS, the Global Fund for AIDS, Tuberculosis, and Malaria and the World Health Organization, UNDP's work in HIV and health contributes to rights-based HIV and health responses by reducing HIV and health related inequalities and exclusion and strengthening inclusive and effective governance for HIV and health. UNDP's efforts aim to reduce vulnerability to HIV, including through a focus on reducing the marginalization of particular groups.

What We Offer

Within the context of this sub-window, UNDP support to HIV and health and development will be centered on governance and rights issues. This includes supporting action to:

- Promote **effective and inclusive governance for health**, including enabling legal, policy and regulatory environments for HIV and health.
- Support national and regional efforts to **reduce and mitigate vulnerability to HIV** by focusing on enabling legal environments, protecting human rights, reducing marginalization and advancing gender equality.
- Provide technical support to **increase policy attention to reducing health disparities**, including with regard to issues such as universal health coverage, co-financing for HIV and health, sustainable AIDS financing, LGBTI inclusion, when requested by governments and in line with Country Programme Documents (CPDs).
- **Reduce inequalities and marginalization** caused by HIV and health disparities and enhance inclusion of key populations and other excluded groups.

Gender equality and women's empowerment

Support to gender equality and women's empowerment is critical to UNDP's governance for peaceful and inclusive societies work. The Secretary-General committed the UN system to allocate at least 15 percent of UN-managed funds to support projects that "address women's specific needs, advance gender equality or empower women" as their principle objective. UNSCR 2242 further encourages Member States to increase funding on Women, Peace and Security, including through more aid in conflict and post-conflict situations. UNDP's advocacy work and convening power helps to bring the WPS agenda into dialogue on peacebuilding, peacemaking and security. This includes advising national authorities on how to implement the WPS agenda through national dialogues, constitutional or law making processes and recovery planning. UNDP will allocate at least 15 percent of all funds channelled through this Funding Window for gender-specific activities, ensuring a mainstreamed, integrated approach towards gender empowerment and equality.

WHY CONTRIBUTE TO THE GOVERNANCE FOR PEACEFUL AND INCLUSIVE SOCIETIES FUNDING WINDOW?

Funding through this window will provide UNDP with the resources to empower countries to build peaceful, just and inclusive societies that respect the fundamental rights and freedoms of all people.

- **Utilize unparalleled country-level expertise and presence:** with a presence in 177 countries and territories, UNDP is well placed to support the building of peaceful, just and inclusive societies and promote a rights-based response to HIV and health through an integrated approach on governance for peaceful and inclusive societies.
- **Enable UNDP to contribute to national priorities** at the request of national partners, including supporting the implementation of the Country Programme Document (CPD).
- UNDP works on **rule of law and human rights** in over 100 countries, out of which approximately 40 are affected by disaster or violent conflict. On average, UNDP annually provides **parliamentary support** to approximately 70 countries and **electoral cycle** support to about 65 countries.
- UNDP works on **local governance** in over 120 countries, while supporting **national dialogue, mediation and conflict prevention** processes in over 70 countries. Our work on responsive institutions includes nearly 600 projects in all regions of the world. UNDP works on **HIV and health** issues in approximately 100 countries. UNDP supports partners in over 100 countries to improve nationally relevant, sustainable gender equality results and to identify and remove the barriers that have constrained women's full realization of their capabilities and rights.
- Deliver results through maximizing the potential of **South-South and Triangular cooperation (SSC and TrC)**. The rich experience gathered by developing countries over the past few decades, and the growth of SSC and TrC, have converged to create a historic opportunity to accelerate efforts to achieve the sustainable development goals. UNDP is well positioned to support countries to contribute, share and transfer ideas, knowledge, expertise, and technologies as development multipliers.

- **Support an integrated and holistic approach to address evolving challenges:** with a global reach and comprehensive approach to governance for peaceful and inclusive societies, UNDP can play a key role in addressing many of today's challenges that are cross-border in nature and can contribute to global and regional solutions. An integrated and holistic approach is also critical to addressing the social, economic and environmental determinants of health, using HIV and health as an entry point to leverage broader action on human rights, gender equality, social inclusion and access to justice.
- **Channel support to most challenging situations:** UNDP's priority focus will be on post conflict and transitional settings and on countries suffering from the multiple dimensions of fragility that could lead to conflict. Its governance for peaceful and inclusive societies work also builds directly on the support provided through UNDP's Emergency Development Response to Crisis and Recovery Funding Window to ensure a sustainable medium-term recovery and long term development, underpinned by the incremental strengthening of democratic governance institutions and the promotion of conflict prevention tailored to local contexts.

- **Empower youth and marginalized groups:** UNDP's focus on supporting the development of inclusive social contracts requires attention to the relationship between institutions and all groups in society, especially the most excluded and marginalized ones. UNDP supports youth engagement platforms at country levels and stronger coordination and coherence on the youth agenda within the UN. UNDP's work is human rights-based and actively empowers the voices of youth, indigenous peoples, minorities and the disabled. In the context of HIV and health, this includes promoting rights-based approaches to improve inclusion and reduce marginalization.

**Emergency Development Response to Crisis and Recovery
Funding Window**



EMERGENCY DEVELOPMENT RESPONSE TO CRISIS AND RECOVERY WINDOW



Empowered lives.
Resilient nations.

THE GLOBAL CHALLENGE

Disasters and violent conflicts are major obstacles to development. They erode development gains and leave communities more vulnerable to future risks and shocks. The 2030 Development Agenda recognizes that we live in a world where more frequent and intense natural disasters, spiraling conflict, violent extremism, terrorism and related humanitarian crises and forced displacement of people, constitute shocks that can reverse decades of development gains, most notably in the poorest and most vulnerable countries.

The last several years witnessed several global events with potentially broad implications in the years to come: the crisis in Ukraine, the conflict in Syria, the spread of extremist groups which have set off unprecedented migration flows into neighboring countries and Europe, and the impact of the Ebola crisis in West Africa. In April 2015, a 7.9 magnitude earthquake with numerous aftershocks hit Nepal, affecting an estimated 8 million people in about 40% of the country. The war in Yemen, which started in March 2015, has left 20 million Yemenis in a situation of food insecurity and 1.5 million internally displaced. Millions of people across the globe will be impacted by El Nino in 2015 and 2016.

UNDP'S APPROACH

UNDP incorporates resilience-building into all aspects of crisis response and recovery. Resilience-building starts with effective response to and management of the crisis to mitigate its effects, and with sustainable recovery of lost capacities, assets and resources. The 2030 Development Agenda recognizes the importance of resilience-building in crisis-related areas, such as meeting the needs of refugee and migrant host communities, supporting the poor and communities that have to respond to and recover from climate-related extreme events, violent conflict and geo-physical hazards.

UNDP has extensive experience in crisis response and recovery. Each year, UNDP responds to between four and six mid- to large-scale crises which includes both sudden-onset disasters and conflicts. In the last five years alone, UNDP has deployed more than 1000 advisers and response/recovery experts to more than 70 countries to

boost crisis response and recovery capacities. Over 2014-2015, UNDP has had on average \$80 million per year in expenditures funded from the previous Crisis Prevention and Recovery Trust Fund, which provides seed funding for crisis contexts. The need for emergency seed funding continues to rise.

UNDP's goal in responding to sudden-onset crises is to help affected countries resume, as rapidly as possible, their normal development path from which they have been derailed by the crisis. UNDP seeks to achieve this goal by progressively broadening the focus of national and partner attention beyond humanitarian assistance, to restoring depleted assets, livelihoods and community services needed to get the country back on the path to sustainable development. In these settings, UNDP works directly with national and international humanitarian and development partners, including civil society and the private sector, to initiate, as early as possible in the humanitarian cycle, recovery activities that match the needs of affected communities, including vulnerable and marginalized groups, and to strengthen national capacities for recovery planning and coordination.

In responding to crises, UNDP partners with humanitarian actors to ensure that recovery begins immediately and alongside humanitarian activities. Through its role as Global Cluster Lead for Early Recovery, UNDP supports Humanitarian Coordinators (HCs) and the Humanitarian Country Teams in integrating early recovery into the inter-agency humanitarian response through the deployment of early recovery advisors and leadership of clusters for early recovery.

FUNDING WINDOW

UNDP has established an Emergency Development Response to Crisis and Recovery (EDRCR) Funding Window to enable a robust, efficient, predictable and immediate response to crisis and recovery, recognizing the increased risks related to crisis situations. Resources in this Funding Window will complement core UNDP resources to ensure that UNDP can support immediate response and recovery, including coordination and assessments. This means UNDP needs to rapidly scale up its country level capacity to meet the additional

operational and programmatic needs generated by the crisis through its corporate SURGE mechanism; strengthen the capacity of the UN system to integrate recovery concerns into its response plans; and jump-start recovery activities, including through the delivery of crisis response packages to meet the needs of affected communities in line with the programmatic areas outlined in the UNDP Strategic Plan.

The bulk of the resources provided to the EDRCR Funding Window will be used to support the recovery programmes developed during the emergency development response phase, prepared with SURGE support. Benefits of the EDRCR Funding Window include:

- **Timeliness and speed of response.** UNDP's crisis deployment mechanism is activated immediately when a crisis happens, enabling the organization to mobilize and deploy the internal expertise (SURGE) needed from UNDP Headquarters and from its global Country Office network, complemented by pre-vetted consultants and Stand-by-Partners where needed. During the SURGE period, the experts work to support the leadership of the UNDP Country Office along with key partners on the ground to prepare a recovery programme that will outline UNDP's key areas of intervention in the aftermath of the crisis. It is equally important for the affected country to be able to count on immediate emergency funding from the onset of the crisis, which can be used for coordination, assessments and immediate priority interventions and for management to take into account the higher cost of operating in insecure environments.
- **Predictability of response.** Each crisis is unique, but from long experience in recovery work, UNDP has identified recurring needs across different types of crises. UNDP has developed a series of crisis response packages—a set of standardized tools and guidance—which allow the organization to deliver quick, effective and predictable interventions on the ground in UNDP's areas of expertise. They include:
- **Rebuilding livelihoods and jump-starting socio-economic recovery.** One of the key areas that consistently requires support in a crisis is the need to promote emergency livelihoods. In crisis settings, UNDP's expertise in promoting emergency livelihoods includes areas such as rebuilding community infrastructure, removal and management of debris and solid waste; emergency employment; and enterprise recovery and cash-based interventions. While these interventions are

short term, UNDP builds on such activities to achieve sustainable livelihoods and inclusive growth of affected communities and areas/countries.

- **Restoring and strengthening core government functions at national and local levels.** To address the critical need to restore core government functions in the aftermath of conflict and disaster, UNDP works closely with UN agencies and partners such as the World Bank to initiate early assessments of gaps in core government functions, paying particular attention to restoring the capacities for immediate service delivery at local level. This includes restoring basic civil service and local governance functions as well as supporting countries in building the capacities needed to develop and align post-crisis response to a single, nationally-owned plan, and manage the recovery phase towards a sustainable development path. As is the case in promoting livelihoods, UNDP has an important governance-related role to play in promoting inclusive recovery strategies that incorporate the needs of women, youth and minority groups. If governments are to assume ownership and control in post disaster and post conflict settings, they need administrative functions restored as quickly as possible.
- **Strengthening national and sub national recovery assessment, planning and coordination after crisis.** UNDP's support to national and local recovery planning includes strengthening National Government institutions to assess, plan, implement and manage recovery processes. The work under this area includes conducting Post Disaster or Post Conflict Needs assessments (PDNAs/PCNAs) jointly with the World Bank and the EU to determine the impact of the crisis and develop commensurate recovery plans. UNDP works with the Government in developing a detailed framework for recovery which includes aspects for developing policies and guidelines, and setting up financial mechanisms and systems for monitoring the progress of recovery. UNDP works with national government to set up dedicated institutional arrangements for recovery. UNDP also provides the technical expertise required by the Government to implement recovery. Technical experts could be drawn from different areas such as housing, disaster risk reduction or conflict management, livelihoods, information management and coordination, etc. UNDP supports the training of national and local level authorities in the planning and implementation of recovery. It also

provides the equipment and logistical support required to set up offices for implementing the work of recovery and reconstruction. This immediate support provided to strengthen national and sub-national recovery planning and coordination capacities supports rapid transition back to normal development.

- **Making the UN System Coordination work for early recovery.** In its capacity as lead agency of the UN Inter Agency Steering Committee (IASC) Global Cluster on Early Recovery, UNDP strengthens the development and resilience-building dimension of the humanitarian response. In the immediate aftermath of a crisis, UNDP identifies and deploys the early recovery expertise needed to incorporate recovery concerns and objectives into humanitarian relief actions of the UN System. Depending on the scale and complexity of the crisis, an inter-agency Early Recovery Cluster may be created to address early recovery needs in areas not covered by the other 10 sectoral humanitarian clusters.

In all these areas, funding from the Emergency Development Response to Crisis and Recovery (EDRCR) Funding Window will enable UNDP Country Offices, with support from across UNDP and from external expertise as needed, to quickly initiate recovery programming, while adapting existing tools as needed to match the scale and complexity of the crisis. The level of UNDP support will also be based on capacity available in the affected country to respond in a timely and effective manner. The work accomplished under this window takes place *after* the crisis happens. The resilience-building work undertaken through the support of the other Funding Windows is prior to the occurrence of sudden onset crisis, and focuses on building national capacities for crisis prevention as well preparedness for recovery planning and implementation.

Gender equality and women's empowerment

- UNDP pays special attention to the gender dimensions of crisis response and recovery. While both men and women suffer, the relatively disadvantaged situation of women and girls, their distinct social obligations and responsibilities, and their vulnerability to gender-based violence mean that they are uniquely and disproportionately affected by armed conflict and disaster, and need specific recovery initiatives to address these roles and vulnerabilities. In addition, they are often the remaining head of household to sustain and rebuild families and communities during and in the

aftermath of crises. At the same time, post-crisis settings can present opportunities to question the traditional roles of men and women, with more women, for instance, becoming heads of families and the sole income-earners. Post-crisis and especially post-conflict situations can offer opportunities to renegotiate and transform the terms and quality of women's engagement in state and society.

UNDP will ensure that a gender assessment is undertaken to underpin all recovery work supported by the Funding Window and that, in addition to gender mainstreaming, at least 15% of all funds through this Funding Window will be for gender-specific activities.

GOVERNANCE/MANAGEMENT ARRANGEMENTS

The overall strategic guidance and prioritization for the use of the Funding Windows will be provided by UNDP's executive management group in line with the objectives of the Strategic Plan, informing the determination of specific projects where funding allocations will have the greatest impact, depending on country-level needs, demands, and gaps. Given the time sensitivity of the Emergency Development Response to Crisis and Recovery Funding Window, there will be a fast-track mechanism for the release of immediate response funds.

PRIORITIZATION CRITERIA AND ALLOCATION PROCESS

The governance mechanism is designed to ensure efficiency, timeliness and transparency in the allocation of funds to countries that meet the criteria. In allocating the funds, UNDP will give the highest consideration to initiatives and projects that target populations and communities that are most vulnerable and most in need, and that meet the following overarching criteria:

- The magnitude of the crisis and the capacity of the UNDP Country Office determine the prioritization of regional or corporate resources to the response effort, bearing in mind the system-wide determination of crisis level.
- The response also includes catalytic activities that address the targeted needs of women, youth, and the most vulnerable and marginalized, based on recommendations of the corporate SURGE Plan, and laying the ground for longer term recovery.
- Priority needs are identified on the basis on assessments conducted after the crisis, in line with national priorities.

- Pre-established emergency development project document templates for crisis response and recovery will be made available to country offices, in addition to SURGE technical advisers, which will ensure more rapid development of quality recovery programmes, which include targeting vulnerable populations and have a strong gender-in-crisis dimension.

WHY CONTRIBUTE TO THE EMERGENCY DEVELOPMENT RESPONSE TO CRISIS AND RECOVERY FUNDING WINDOW?

This Funding Window will provide UNDP with the resources necessary to restore inclusive sustainable development in the aftermath of crisis. Contributions help:

- **Support an integrated and holistic approach to address evolving crises in disaster and violent conflict settings.** UNDP is one of the few organizations with a cross-cutting development mandate and the responsibility for managing the UN Resident Coordinator system.
- **Enable UNDP to contribute to immediate and flexible response to emerging national priorities** at the request of national partners, including supporting the implementation of the Country Programme Document (CPD).
- **Utilise unparalleled country-level and regional expertise and presence.** Based on decades of experience in all regions of the world and a current presence in 177 countries and territories, UNDP has accumulated global and cross-regional crisis response and recovery experience, and is well placed to take immediate action, drawing on proven technical expertise across the organization through its crisis response SURGE mechanism which gets activated at the onset of every crisis that requires its response, to help meet the most pressing recovery needs of affected communities and institutions at national and local level.

- Deliver results through maximizing the potential of **South-South and Triangular cooperation** (SSC and TrC). The rich experience gathered by developing countries over the past few decades, and the growth of SSC and TrC, have converged to create a historic opportunity to accelerate efforts to achieve the sustainable development goals. UNDP is well positioned to support countries to contribute, share and transfer ideas, knowledge, expertise, and technologies as development multipliers.
- **Support gender equality and women's empowerment**, which is critical to UNDP's crisis response and recovery work. To ensure that recovery is sustainable, UNDP works to involve women at all stages, including as leaders in response and recovery activities. UNDP also supports national partners to identify and remove the barriers and discrimination that have constrained women's full realization of their capabilities and rights.

UNDP FUNDING WINDOWS RESULTS FRAMEWORK



Empowered lives.
Resilient nations.

SUSTAINABLE DEVELOPMENT AND POVERTY ERADICATION

IMPACT		Eradication of poverty and a significant reduction of inequality and exclusion			
Outcome 1 – Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded					
SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Development Planning and Inclusive Sustainable Growth	SP Output 1.1 National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods-intensive	1.1.2. Number of countries with improved policies, systems and/or institutional measures in place at the national and sub-national levels to generate and strengthen employment and livelihoods.	33	76	<ul style="list-style-type: none"> Strengthen economy-wide and sector-targeted legislation, regulations and standards.

Livelihoods and Jobs	SP Output 1.1 National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods-intensive	1.1.3. Number of new schemes which expand and diversify the productive base based on the use of sustainable production technologies	595	1,642	<ul style="list-style-type: none"> • Promote inclusive and sustainable market growth by strengthening supply chains around natural resources, and expanding and greening value chains in key job-creating sectors. • Support enterprise development through increased financial inclusion, skills development, and school-to-work transitions for young people. • Promote sustainable inclusive markets that generate tax revenues for essential social and economic infrastructure. • Support women’s economic empowerment and participation in the labor market, including legislative reforms that provide women with equal access to and control of productive assets.
Development Planning and Inclusive Sustainable Growth	SP Output 1.2 Options enabled and facilitated for inclusive and sustainable social protection	1.2.1. Number of countries with policy and institutional measures that increase access to social protection schemes, targeting the poor and other at- risk groups, disaggregated by sex, rural and urban. <ul style="list-style-type: none"> a) Increase access for women b) Increase access for men c) Increase access in rural areas d) Increase access in urban areas 	3 3 2 3	15 16 12 11	<ul style="list-style-type: none"> • Strengthen gender-responsive social protection systems and safety nets, while improving productive capacities.
Environment and Natural Capital	SP Output 1.3 Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste	1.3.1. Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level <p>1.3.2. Number of new jobs and livelihoods created through management of natural resources, ecosystem services,</p> <ul style="list-style-type: none"> a) chemicals and waste, 	581	1,442	<ul style="list-style-type: none"> • Promote greener public investment that integrates environmental concerns into national and sector plans, including agriculture, forestry, fisheries and extractives. • Facilitate public-private partnerships in the area of ecosystems management and support to environment-friendly producers. • Support expansion of women’s access to environmental goods, services and finance. • Strengthen gender-responsive management of natural resources, including by ensuring women’s full participation in decision-making.

		disaggregated by sex. New jobs (women)	11,654	180,779	<ul style="list-style-type: none"> Promote social and environmental safeguards - against harm from economic activities, including in extractive industries, agriculture, forestry, and fisheries sectors.
		b) New jobs (men)	12,401	86,888	
		c) Additional females benefiting from strengthened livelihoods	778,661	3,973,796	
		d) Additional males benefiting from strengthened livelihoods	624,820	3,509,002	

Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Development Planning and Inclusive Sustainable Growth	SP Output 7.3 National development plans to address poverty and inequality are sustainable and risk resilient	7.3.1. Number of new country diagnostics carried out to inform policy options on national response to globally agreed development agenda, including analysis of sustainability and risk resilience, with post-2015 poverty eradication commitments and targets specified.	61	149	<ul style="list-style-type: none"> Strengthen analysis and strategies and formulating innovative solutions that consider sustainable development drivers, opportunities, barriers and trade-offs. Promote consideration of gender issues, and expanding women's participation in sustainable development strategies.
Development Planning and Inclusive Sustainable Growth	SP Output 7.4 Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing	7.4.2 Number of countries that have more effective mechanisms in place to access, deliver, monitor, report on and/or verify use of ODA and other sources of global development financing	6	17	<ul style="list-style-type: none"> Support access to innovative environmental finance that catalyzes multiple benefits across the SDGs, including through fiscal policy, impact investment, and green lending. Support public finance reforms and increasing access to public-private policy financing.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

IMPACT	Eradication of poverty and a significant reduction of inequality and exclusion				
Outcome 1 – Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded					
SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Climate Change	SP Output 1.4 Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented	1.4.2. Number of countries where implementation of comprehensive measures – plans, strategies, policies, programmes and budgets –to achieve low-emission and climate-resilient development objectives has improved.	39	96	Mitigation through successful low- and zero-carbon development including: <ul style="list-style-type: none"> • Strengthen Intended Nationally Determined Contributions (INDCs) • Promote low and zero-carbon solutions such as national mitigation actions (NAMAs) and low emission development strategies (LEDs) Adaptation through strengthened capacities: <ul style="list-style-type: none"> • Support development and implementation of National Adaptation Plans (NAP) and National Adaptation Programs of Action (NAPA) • Promote climate resilient livelihood options for the poor and vulnerable
Climate Change	SP Output 1.5 Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)	1.5.2. Number of additional people with improved energy access	1,336,476	5,372,048	<ul style="list-style-type: none"> • Support energy efficient programmes • Promote sustainable energy access including renewables designed to create a conducive environment for private sector investment

Outcome 5 – Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Disaster Risk Reduction	SP Output 5.1 Mechanisms in place to assess natural and man-made risks at national and sub-national levels	5.1.2. Number of new plans and programmes that are informed by multi-hazard national and sub-national disaster and climate risk assessments, taking into account differentiated impacts e.g. on women and men. a) Number of new plans and programmes b) Number of new plans and programmes that differentiate impacts on women and men	116 19*	365 177	<ul style="list-style-type: none"> Risk Assessment: Support systematic assessment of risks (hazards, vulnerabilities and exposure) to provide evidence base for risk-informed development
Disaster Risk Reduction	SP Output 5.2 Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels	5.2.2. Number of countries with legislative and/or regulatory provisions at national and sub-national levels for effectively managing disaster and climate risks	21 (56 provisions)*	39 (195 provisions)	<ul style="list-style-type: none"> Integrated risk governance, urban and local risk governance: Support establishment of strong disaster and climate risk governance arrangements to better manage risks and reduce disaster losses and impacts
Disaster Risk Reduction	Output 5.3 Gender responsive disaster and climate risk management is integrated in the development planning and budgetary frameworks of key sectors (e.g. water, agriculture, health and education)	5.3.1 Number of new national/sub-national development and key sectorial plans that explicitly address disaster and/or climate risk management being implemented, disaggregated for those which are gender responsive. a) Number of new plans with some DRM and/or CRM	2*	124	<ul style="list-style-type: none"> Integrated risk governance, urban and local risk governance: Support capacity development of local authorities to use local risk information to inform planning and budgeting as well as preparedness, response and recovery efforts

		<p>components</p> <p>b) Number of budgeted new plans with some DRM and/or CRM components</p> <p>c) Number of budgeted new plans with some DRM and/or CRM components which are gender responsive</p>	<p>1*</p> <p>2*</p>	<p>93</p> <p>96</p>	
Disaster Risk Reduction	<p>SP Output</p> <p>5.4Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community</p>	<p>5.4.2. Number of countries with new mechanisms at national and sub-national level to prepare for and recover from disaster events with adequate financial and human resources, capacities and operating procedures</p> <p>a) Number of countries with new preparedness plans that cover only response</p> <p>b) Number of countries with new preparedness plans that cover response and recovery</p>	<p>13 (76 plans)</p> <p>14 (254 plans)</p>	<p>20 (191 plans)</p> <p>28 (616 plans)</p>	<ul style="list-style-type: none"> • Early Warning and Preparedness: Capacity building of countries and communities to generate, disseminate and use timely and meaningful warning information • Resilient recovery: Capacity building in pre-disaster recovery planning and budgeting for faster and more effective recovery processes

GOVERNANCE FOR PEACEFUL AND INCLUSIVE SOCIETIES

IMPACT	Eradication of poverty and a significant reduction of inequality and exclusion				
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance					
SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Democratic Governance for Peace and Development	SP Output 2.1 Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions	2.1.1 a) Number of parliaments with improved administrative and human resources capacities to discharge their mandates in relation to law-making, oversight and representation b) Number of constitution-making bodies (CMBs) with improved administrative and human resources capacities to undertake drafting, public outreach and consultation and with mechanisms to ensure the participation of women and marginalized groups c) Number of Electoral Management Bodies (EMBs) with strengthened capacity to perform their functions, including; financial and operational planning, conducting operations for elections and referenda, voter information and stakeholder outreach top hold credible and inclusive elections	29	55	<ul style="list-style-type: none"> Support an integrated approach to foster inclusive political processes aiming to support and strengthen the capacities of key political institutions – related to constitutional processes, parliamentary work, electoral cycle support, and political parties – in order to enhance people’s participation, voice and accountability and build a stronger and more inclusive social contract. Support the advancement of women’s equal participation and decision-making in political processes and institutions and women’s participation in sustaining peace.
Democratic Governance for Peace and Development	SP Output 2.2 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and	2.2.2 Number of new proposals adopted to mitigate sector specific corruption risks (e.g. extractive industries, and public procurement in the health and other sectors)	16	70	<ul style="list-style-type: none"> Expand the policy and normative agenda for tackling corruption and promote more transparency in information management. Support governments to integrate transparency, accountability and integrity into particular sectors (education, health and water, justice and security) and in post-conflict reconstruction.

	stakeholders				
Democratic Governance for Peace and Development	SP Output 2.3 Capacities of human rights institutions strengthened	2.3.1 Number of countries with strengthened operational institutions supporting the fulfillment of nationally and internationally ratified human rights obligations	23	50	<ul style="list-style-type: none"> • Strengthen national systems for the promotion and protection of human rights. Support will address a wide range of human rights and rule of law issues that are drivers of exclusion and fragility and can pose threats to peace and stability. This includes but is not limited to indigenous peoples rights, women’s rights, land and property rights, working with extractives industries and the promotion of a human rights-based approach • Strengthen capacities of national human rights institutions to monitor and advice governments, the judiciary and engage with civil society and human rights defenders for the promotion and protection of human rights, in particular in crisis and fragility affected contexts.

Democratic Governance for Peace and Development	SP Output 2.4 Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development	2.4.1 a) Number of countries where relevant civil society groups have strengthened capacity to engage in critical development and crisis-related issues, disaggregated by women's, youth, and other excluded groups.			<ul style="list-style-type: none"> Strengthen capacities for civic engagement and expanding and protecting civic space for people's participation in public life. In line with the UN system-wide Action Plan on youth, support initiatives at regional and country levels aiming to create formal platforms and mechanisms for youth engagement and political participation, develop inclusive youth policies and promote youth engagement in SDG implementation, monitoring and accountability at all levels.
		a) Women's groups b) Youth groups c) Other excluded groups	21 23 18	37 41 37	
		b) Number of countries with strengthened environments for civic engagement including: legal/regulatory framework for civil society organizations to function in the public sphere and contribute to development; and effective mechanisms/platforms to engage civil society (with a focus on women, youth or excluded groups)			
		a) Women's groups b) Youth groups c) Excluded groups	17 16 16	37 39 42	

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services

SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Democratic Governance for Peace and Development	SP Output 3.2 Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public	3.2.2 Number of countries where sub-national governments/ administrations show improved capacities for planning, budgeting and/or monitoring basic services delivery	20	61	<ul style="list-style-type: none"> Working with local authorities, Local Government Associations and other networks, strengthen the capacity of these actors to deliver on the SDGs (in particular Goal 11 on urbanization and Goal 16 on peaceful and inclusive societies). Strengthen local governance and local development processes as a means to preserving peace, working with local authorities and civil society to involve communities in deciding on local priorities and

					addressing issues such as migration and displacement, rapid urbanization and natural disasters.
HIV, Health and Development	SP Output 3.3 National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services	<p>3.3.1. Number of people who have access to HIV and related services, disaggregated by sex and type of service</p> <p>a) Behavioral change communication</p> <p>i. Number of males reached ii. Number of females reached</p> <p>b) ARV treatment</p> <p>i. Number of males reached ii. Number of females reached</p> <p>3.3.2a. Percentage of UNDP-managed Global Fund to Fight AIDS, TB and Malaria grants that are rated as exceeding or meeting expectations</p> <p>3.3.2b. Difference between percentage of UNDP-managed Global Fund grants rated as exceeding or meeting expectations, and percentage of other Global Fund grants rated as exceeding or meeting expectations</p>	<p>10,694,870 9,645,756</p> <p>1,400,000 (total people)</p> <p>62.5%</p> <p>20.8%</p>	<p>12,818,417 12,166,122</p> <p>TBC</p> <p>55%</p> <p>10%</p>	<ul style="list-style-type: none"> Promote effective and inclusive governance for health, including enabling legal, policy and regulatory environments for HIV and health. Support national and regional efforts to reduce and mitigate vulnerability to HIV by focusing on enabling legal environments, protect human rights, reduce marginalization and advance gender equality. Provide technical support to increase policy attention to reducing health disparities, including with regard to issues such as universal health coverage, co-financing for HIV and health, sustainable AIDS financing, LGBTI inclusion. Reduce inequalities and marginalization caused by HIV and health disparities and enhance inclusion of key populations and other excluded groups.
Democratic Governance for Peace and Development	SP Output 3.4 Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress	<p>3.4.1 Number of additional people who have access to justice , disaggregated by sex</p> <p>Access to legal aid services</p> <p>a) Number of additional men b) Number of additional women</p> <p>Cases receiving judgment in the first instance of the formal justice system</p> <p>a) Number of new GBV cases b) Number of new non-GBV cases</p> <p>3.4.2 Number of additional victims whose grievances cases are addressed within transitional justice processes,</p>	<p>373,946 391,281</p> <p>10,354 347,904</p>	<p>910,978 922,581</p> <p>29,447 287,918</p>	<ul style="list-style-type: none"> Working jointly with the UN DPKO, facilitate broader rule of law efforts in protracted crisis and conflict affected setting through the work of the Global Focal point for Police, Justice and Corrections. These include challenges to the independence of the judiciary, disputes over land and property rights or accountability in the security services. Support improvement of access to justice, establishing capable justice and security systems and institutions, and supporting transitional justice.

		disaggregated by sex a) Additional male victims b) Additional female victims	110,587 58,454	221,961 88,297	
Democratic Governance for Peace and Development	SP Output 3.5 Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence	3.5.1 Number of countries with improved capacities for security sector governance and oversight 3.5.2 Number of countries where gender-sensitive evidence-based security strategies for reducing armed violence and/or control of small arms are in operation at the community level	10 8	24 25	<ul style="list-style-type: none"> • Support increased citizen security and reduced armed violence, address sexual and gender-based violence. • Support prevention of violent extremism through initiatives focusing on inclusive and participatory development, the governance of diversity and multi-cultural societies, and the promotion of tolerance. • Promote the positive role of young peacebuilders and call for enhanced support to meaningful youth participation in peacebuilding processes, social cohesion, and prevention of conflict and violent extremism.

Outcome 5 – Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change					
SUB-WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Conflict Prevention	SP Output 5.4 Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community	5.4.1. Number of countries with new end-to-end early warning systems (EWS) for man-made crisis and all major natural hazards (e.g. geo-physical and climate-induced hazards)	17 (158 EWS)	33 (239 EWS)	<ul style="list-style-type: none"> Lead the development of conflict analysis and assessment tools, in close collaboration with the broader UN system, to provide standardized information that can be shared amongst UN agencies to more effectively respond to the complexity of conflict, with a view to informing conflict-sensitive programming and providing early warning for the potential eruption of tensions and violence.
Conflict Prevention	SP Output 5.5 Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions	5.5.1. Number of countries with improved sustainable national and/or local human and/or financial capacities to address emerging and/or recurring conflicts. a) National a. Financial capacities b. Human Resource capacities b) Local a. Financial capacities b. Human Resource capacities	6 9 4 5	11 17 9 12	<ul style="list-style-type: none"> Identify and support infrastructures for peace that help prevent conflicts, manage tensions, and provide the foundations for reaching durable agreements and solutions (engaging civil society and marginalized communities, women and youth through civic participation).
Conflict Prevention	SP Output 5.6 Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes	5.6.1. Number of countries where national mechanisms for mediation and consensus building show increased capacities to build consensus on contested issues and resolve disputes	10	19	<ul style="list-style-type: none"> Collaborate with key stakeholders in broadening the space for dialogue and consensus building and strengthening the capacities and mechanisms (including insider mediation processes) needed for enhancing social cohesion in communities.

EMERGENCY DEVELOPMENT RESPONSE TO CRISIS AND RECOVERY

IMPACT	Eradication of poverty and a significant reduction of inequality and exclusion				
Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services					
WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Crisis Response and Recovery	Output 3.1 Core functions of government enabled to ensure national ownership of recovery and development processes	3.1.1 Number of countries where targets in national recovery plans related to restoring or strengthening core government functions have been met. Targets related to restoring or strengthening: a) Policy formulation and public financial management b) Managing the center of government c) Civil service management d) Local governance e) Aid coordination	5 3 4 3 6	13 15 13 12 16	<ul style="list-style-type: none"> Support the restoration of core government functions at national and local levels, including basic civil service and local governance functions as well as aligning the post-crisis response with sustainable development planning. This includes working closely with UN agencies and partners such as the World Bank to initiate early assessments of gaps in core government functions, and promoting inclusive recovery strategies that incorporate the needs of women, youth and minority groups.
Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings					
WINDOW	OUTPUTS	Output Indicators	Baseline 2014	Target 2017	Key Activities / Support
Crisis Response and Recovery	SP Output 6.1 From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women	6.1.1 Number of additional people benefitting from emergency jobs and other livelihoods in crisis or post-crisis settings, disaggregated by sex. a) New emergency jobs for women b) New emergency jobs for men c) Additional women benefitting from other emergency livelihoods d) Additional men benefitting from other emergency livelihoods	57,752 78,520 2,824,970 2,905,400	69,527 122,865 2,480,257 2,497,293	<ul style="list-style-type: none"> Promote emergency livelihoods including in areas such as: rebuilding community infrastructure, removal and management of debris and municipal solid waste; emergency employment, and enterprise recovery and cash-based interventions.

		<p>6.1.2 Percentage of crisis-affected countries where critical benchmarks are identified and actions implemented for Local Economic Revitalization (LER) within eighteen months of the start of the crisis and/or of UNDP interventions</p> <p>a) LER benchmark 1 b) LER benchmark 2 c) LER benchmark 3 d) LER benchmark 4</p>	30% 33% 38% 17%	70% 56% 50% 33%	
Crisis Response and Recovery	<p>SP Output 6.2 National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts</p>	<p>6.2.1 Percentage of countries where national and/or sub-national institutions show improved capacities to lead and coordinate the early recovery process within 18 months of the start of the crisis and/or of UNDP interventions</p> <p>6.2.2 Percentage of countries affected by crisis with a strengthened financing or aid management mechanism being accountably and effectively used for early recovery within 18 months of the start of the crisis and/or of UNDP interventions</p>	27% 9%	63% 44%	<ul style="list-style-type: none"> Strengthen national and sub-national recovery assessment, planning and coordination after crisis, including: Post Disaster or Post Conflict Needs assessments (PDNAs/ PCNAs) with the World Bank and the EU to determine the impact of the crisis and develop recovery plans; working with the national Government in developing a detailed framework for recovery; setting up dedicated institutional arrangements for recovery; and providing the technical expertise required by Government to implement and monitor recovery.

Crisis Response and Recovery	<p>SP Output 6.3 Innovative partnerships are used to inform national planning and identification of solutions for early recovery</p>	<p>6.3.2 Percentage of total resources mobilized in post-crisis situations allocated to early recovery within 18 months of the start of the crisis and/or of UNDP interventions</p>	5.1%	29.6%	<ul style="list-style-type: none"> • Through UNDP’s crisis deployment mechanism, mobilise and deploy internal expertise (SURGE) from UNDP Headquarters and from its global network of Country Offices, pre-vetted consultants and Stand-by-Partners to support the leadership of Country Offices and key partners to prepare a recovery programme. The corporate response mechanism includes immediate emergency funding from the onset of the crisis for coordination, assessments and immediate priority interventions and operations. • Strengthen the development and resilience-building dimension of the humanitarian response, by identifying and deploying early recovery expertise needed to incorporate recovery concerns and objectives into humanitarian relief actions of the UN System.
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