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Country programme document for Paraguay (2020-2024)

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I. Programme rationale

1. *The National Development Plan (NDP) Paraguay 2030 establishes a vision for a more sustainable and inclusive society in line with the Sustainable Development Goals.* The NDP seeks “to transform Paraguay into a more competitive country, ranked among the most efficient food producers worldwide, with thriving and innovative industries, employing a skilled workforce, providing technical products and services, and transitioning towards a knowledge-based economy”. The National Voluntary Review 2018 highlights the close alignment between the NDP and the Goals.

2. *This country programme document (CPD) takes into account this vision and is the product of a participatory process.* Several national counterparts from public institutions and civil society organizations were involved in its elaboration through various workshops. Insights and inputs from these partners are reflected in this document.

3. *Paraguay has experienced volatile economic growth with macroeconomic stability, leading to poverty reduction and other developmental gains.* The gross domestic product (GDP) growth rate averaged 4.88 per cent in 2013-2018.¹ Inflation averaged 3.79 per cent in 2014-2018; the unemployment rate has decreased from 6.3 per cent in 2009 to 5.7 per cent in 2018; public debt has increased but remains relatively low, with debt-to-GDP going from 10.7 per cent in 2012 to 20.2 per cent in 2018; fiscal deficit-to-GDP was -1.3 in 2018. In recent years, poverty levels in Paraguay have declined, from 41.6 per cent in 2009 to 24.2 per cent in 2018; and extreme poverty from 11.3 to 4.8 per cent. Economic forecasts point to a deceleration in growth in the coming years.²

4. The estimated population of Paraguay is 6.8 million. Of them, 28.4 per cent are 15 to 29 years old. This age group maintains the growth of the economy and the labour force.

5. *Agriculture remains a key driver of economic growth while the service sector has steadily grown.* The abundance of natural resources, combined with relatively low production costs, provides Paraguay a comparative advantage in the agriculture and livestock sectors. It is the fourth largest exporter of soybeans and the sixth largest exporter of beef in the world; combined exports from these industries represent 65 per cent of Paraguayan exports.³ Aside from agriculture, the services sector has steadily grown to become a driver of growth and now represents more than 50 per cent of GDP and 60 per cent of total employment; this sector grew by 3.6 per cent in 2018. Micro, small and medium enterprises (MSMEs) account for 93 per cent of registered business units, which have difficulties accessing financial resources and state services.^{4 5} MSMEs employ 61 per cent of the workforce, making them a key component of the economy. Nevertheless, a high proportion of the MSME workforce is informal; this affects thousands of Paraguayans who live in vulnerable conditions, creating job insecurity, low wages and precarious working conditions.

6. *Natural resources-led growth is exerting increased pressure on the environment, the biodiversity and local communities.* In particular, the expansion of land used for agriculture and livestock accelerates deforestation and contributes greenhouse gasses (GHG) emissions, which in turn contribute to increased exposure of local communities to climate change-related risks, possibly exacerbating multidimensional poverty. Although pressure on natural resources persists, Paraguay has reduced its emissions from 58.7 million tons of CO₂ equivalent in 2000-2015 to 45.4 million.⁶ Forest cover has been reduced to 277,510 hectares per annum in 2015-2017, down from an average of 332,938 hectares per annum in 2000-2015. Agriculture and

¹ Central Bank of Paraguay.

² Economic Commission for Latin America and the Caribbean.

³ Systematic Country Diagnostic.

⁴ General Directorate of Statistics, Surveys and Censuses (DGEEC).

⁵ The World Bank.

⁶ Second Biennial Update Report on Climate Change.

deforestation account for 53 per cent and 31 per cent, respectively, of total GHG emissions. While Paraguay's energy matrix is predominantly in renewables (47 per cent hydroelectric power), most of the population relies on biomass (44 per cent) and fossil fuels (40 per cent, entirely imported); nearly 75 per cent of hydroelectricity is exported.⁷ Improved management of natural resources will be needed to ensure the country's long-term sustainable development.

7. Not all segments of the population and regions have benefited from the impressive economic performance of recent years. Despite significant improvements in poverty reduction, development challenges persist. Although a middle-income country, Paraguay is not a middle-class society; approximately 38 per cent of the population qualify as middle class.⁸ Paraguay is an aspiring welfare state, though currently it cannot guarantee universal access to basic services and social protection to its population. Paraguay achieved high human development in 2017 with a human development index (HDI) of 0.702; however, the HDI⁹ adjusted for inequality (0.522) and the gender inequality index (0.467) suggest that Paraguay remains a medium human development country. This is not surprising considering the country's high GINI coefficient (48.4), and extremely high GINI index on land distribution (0.93).¹⁰ The multidimensional poverty index (2018) shows high inequalities in the standard of living, education and health (46.8 per cent, 38.9 per cent and 14.3 per cent, respectively).

8. Poverty is unequally distributed by geography, with rural communities disproportionately affected; while the poverty rate is estimated at 13.5 per cent in the capital, Asunción, it is as high as 45.8 per cent in Caazapá, a predominantly rural department, followed by Caaguazú (41.0 per cent) and San Pedro (26.7 per cent). No disaggregated data is available for the Chaco region, which concentrates most of the indigenous population and where poverty is accentuated due to poor infrastructure, which limits access to public services. It is estimated that 66.2 per cent of indigenous people are poor, and 34.4 per cent live in extreme poverty.¹¹

9. The fact that 78.2 per cent of the population has no social security and 65.2 per cent of the working-age population is employed in the informal sector exacerbates its vulnerability and increases the probability of falling into poverty as a result of external shocks. Public investment in the social protection service (SPS) amounts to \$3.983 billion in 2019, of which only 4 per cent is allotted to labour and productive insertion.¹²

10. Despite certain advancements in legal protection for women's rights, women persistently face discrimination and inequalities in political participation and economic empowerment. In terms of employment, while 84.7 per cent of men are employed, only 55 per cent of women are employed. Statistics show hierarchical discrimination in the workforce; 60.5 per cent of managers are men and 39.5 per cent are women.¹³

11. To address issues of inequality and exclusion, the government has launched a new SPS. It is based on a life cycle approach, aiming to provide social programmes and welfare support services to individuals from early childhood development to retirement pensions for senior citizens. The SPS has three main pillars: social security, labour and productive insertion, and social integration.

12. Further efforts aimed at structural reforms and institutional capacity-building will be necessary to advance the sustainable development agenda. Although Paraguay has made significant advances towards a more efficient, transparent government, the public demand to reach universal coverage of quality public services calls for further structural reforms. The

⁷ Vice-Ministry of Mines and Energy, National Energy Balance.

⁸ UNDP country office, Paraguay.

⁹ Human Development Report, 2018 (update).

¹⁰ Oxfam, 2016.

¹¹ Continuous Household Survey (CHS)–DGEEC.

¹² Social Cabinet of the Presidency of the Republic.

¹³ CHS–DGEEC.

professionalization of the national civil service through the promotion of meritocracy, which resulted in the incorporation of 70,000 professionals through competitive hiring processes in 2013-2018,¹⁴ should be coupled with stronger skills to instil a client-oriented culture. Likewise, advances in government transparency and accountability through the adoption of key legislation, such as the Law on Access to Public Information, needs to be further implemented. Multi-stakeholder dialogues and citizen participation need to be strengthened, as expressed in the Fourth Open Government Action Plan. The capacity of the Government in strategic planning and implementation of development programmes and projects needs to improve across the board through better use of data and knowledge management practices. Access to justice and improvements in the rapidity of courts and the reduction of case backlog remain key challenges.¹⁵

13. *The previous UNDP CPD, 2016-2019, was aligned to government priorities for structural reforms and has contributed significantly in various developmental areas.*

14. *UNDP has provided support to strengthen democratic institutions and improve governance effectiveness, with a focus on mainstreaming the Goals.* UNDP has been a key partner to the national Sustainable Development Goals Commission, which supervises the implementation and monitoring of the 2030 Agenda in Paraguay; UNDP assisted the Government in preparing its first NVR. UNDP provided technical assistance to the Technical Secretary of Planning in institutionalizing multi-stakeholder fora such as the National Team for the Country Strategy and the Public-Private Council and in reviewing the NPD to align it with the Goals. UNDP strengthened the capacity of public institutions to deliver effective, efficient services. The Supreme Court of Justice has better courthouses and the Ministry of Industry and Trade adopted ISO-certified processes. The Independent Country Programme Evaluation (ICPE) highlighted that national authorities appreciated UNDP contributions to strengthening national institutions.

15. *UNDP contributed to the reduction of poverty and inequalities with a focus on rural development.* UNDP improved the livelihoods of rural families to transition from subsistence farming by increasing their productivity and linking them to agribusiness value chains; over 60,000 families benefitted from programmes that foster sustainable agricultural, livestock and forestry production. UNDP also assisted in the improvement of rural land governance by implementing a modern cadastre system that awarded 3,500 land titles and 25,715 land awards according to Paraguay's Information System on Land Resources. Likewise, UNDP improved access to water for rural communities, particularly in the Chaco region where it is a scarce resource; water and sanitation units were created at the municipal level as well as community water systems.¹⁶ UNDP assisted the Government in evaluating the impact of its cash-transfer pension programme for low-income senior citizens.¹⁷

16. *Climate change and biodiversity are central in the support to the country.* The UNDP country office in Paraguay supported the development of environmental policies and governance mechanisms. Key instruments produced include the National Policy on Climate Change and Intended Nationally Determined Contributions (NDCs), the National Gender Strategy on Climate Change and the National Strategy on Forest for Sustainable Growth. They identify priority measures to reduce emissions from deforestation while tackling adaptation issues. In addition, UNDP supported the Government in producing high-level dialogues and decision-making instruments, mainstreaming climate change and biodiversity in the economic and poverty-reduction arenas, and a wide variety of disaster-risk reduction tools. For example, UNDP strengthened the National System of Protected Areas (including biodiversity corridors) and the National Biodiversity Strategy and Action Plan. UNDP also built a multi-sector national platform for sustainable commodities that convenes key stakeholders to discuss an

¹⁴ Public Function Secretary.

¹⁵ Supreme Court of Justice.

¹⁶ Stockholm International Water Institute.

¹⁷ Social Impact Assessment of the Older Adults Programme.

improved model for beef and soy production. The ICPE recognizes that “UNDP has played a catalytic role in strengthening the Climate change governance mechanisms and institutions, with significant contributions at the policy level.”

17. *Based on strong alignment between national planning and the Goals, UNDP has the opportunity to develop a high-impact programme* by combining its areas of expertise (policy support, capacity development, technical assistance, advocacy dialogue and implementation) with the innovative and dynamic approach fostered in the UNDP Strategic Plan, 2017-2021, and United Nations reform. UNDP promotes a multidimensional approach to address complex development challenges. The new CPD is driven by the Sustainable Development Goals, as captured in the results framework, and focused on leaving no one behind. Strategic partnerships and active collaboration with civil society and the private sector, combined with highly efficient coordination within the United Nations system, are the elements that emerge from the lessons learned and that will make a difference in this cycle of cooperation. Alliances with the private sector will be deepened to take advantage of innovation, the potential to reach people, and complementary financing.

II. Programme priorities and partnerships

18. *The programme is aligned with national priorities established in the NDP Paraguay 2030 and consequently with the Goals.* It is linked to the UNDP Strategic Plan, 2018-2021, the priorities established in Paraguay’s United Nations Sustainable Development Cooperation Framework, 2020-2024, (UNSDCF) and with the priorities established by the UNDP Regional Bureau for Latin America and the Caribbean in enhancing productivity, reducing inequalities and building resilience. Hence, UNDP will prioritize actions to improve equity, including the steady eradication of poverty and the enhancement in the equality of opportunities. This work will be based on a multidimensional, multi-stakeholder approach, in line with the CPD theory of change.

19. Based on the strategic plan’s and in order to maximize impact, UNDP will offer a platform for the continuous integration of the 2030 Agenda. The following will underpin the programme’s work:

20. *Innovations to provide new solutions to old development problems.* Traditional approaches to development are struggling to keep up with some of today’s more pressing social, economic and environmental challenges. These challenges are difficult to address because they are fast-moving, interconnected and often worsening, despite the country’s best efforts to address them. To facilitate innovative solutions to some of the country’s critical development challenges, UNDP will establish one of its accelerator labs in Paraguay; the lab will transform the country’s collective approach by introducing new services, backed by evidence and practice, and by accelerating the testing and dissemination of solutions within and across countries. Sense-making, collective intelligence, solutions mapping and experimentation will be part of the new offer from UNDP. Public-sector innovation labs will help prototype the government-of-the-future in planning, programming and strengthened user-centred interventions.

21. *UNDP as integrator.* To deliver impact at scale and to utilize limited resources efficiently, UNDP will provide platforms to draw in the capacities of United Nations organizations, private sector, academia and civil society. UNDP will provide leadership for multi-stakeholder engagement to help address sustainability challenges. As a neutral broker, UNDP will help to forge shared visions and facilitate action-oriented constructive dialogues among stakeholders. The aim is to promote whole-of-government and whole-of-society responses vital for achieving the country’s development goals and to leave no one behind.

22. *UNDP, UNFPA, the United Nations Children’s Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), in light of its desire to work in a more coherent manner and build on each other’s strengths, have agreed to*

promote, through their respective programmes, the necessary coordination mechanisms so as to leave no one behind and accelerate achievement of both the 2030 Agenda and UNDP objectives. UNDP will support the efforts of the Government to achieve significant and measurable outcomes in terms of instruments, systems, institutions and, as the main axis, improvement of people's living conditions. Common initiatives will focus on: supporting the institutionalization and localization of the Sustainable Development Goals agenda; strengthening the SPS, with a life cycle approach and emphasis on women, children, adolescents and youth; promoting gender equality and women's empowerment; and strengthening data and evidence to enable high-impact programmes.

23. *UNSDCF strategies that will serve as the basis for this CPD include:* (a) strengthening institutional capacities and delivery of technical assistance; (b) strengthening data and knowledge production, management and analysis; (c) improving coordination and partnerships, including intersectoral, public-private sectors, and South-South and triangular cooperation; and (d) focusing on services provision, poverty reduction, social inclusion, inclusive growth, sustainable development and governance.

By 2024, people who live and transit in Paraguay, especially those in vulnerable situations, improve their access to quality universal services, social protection, and care.

24. *UNDP will support key national institutions and local governments to sustain and deepen the achievements of poverty reduction and social inclusion from a multidimensional perspective,* in line with the signature solution: keeping people out of poverty. This will be achieved by improving national and subnational capacities with enhanced quality social services, based on data management and analysis, and with intersectoral coordination, implementation and monitoring of social programmes, offsetting contractionary economic forecasts. Vulnerable groups, such as people living in poverty, indigenous people, women, and youth will be prioritized.

25. UNDP will assist in the design of pro-poor policies, oriented to increase its human capital while favouring a gender and multidimensional approach. This approach requires better understanding of multiple deprivations and their interlinkages to develop more efficient interventions. Failure to tackle social and cultural discrimination may keep thousands of Paraguayans in economic and sociocultural poverty. UNDP will promote coordinated implementation of the country's SPS with a strong connection between its three pillars, and especially between the social inclusion and labour and productive insertion pillars.¹⁸

26. Furthermore, UNDP will work on innovative models in the new economic setting, with scale-up potential, including information gaps and opportunities to strengthen public-private partnerships. At the same time, UNDP will use those pilot projects to develop new social data analysis and generate enhanced management practices for SPS, which is urgently needed during economic slowdowns.

27. *To achieve these goals, UNDP will work closely with the Social Cabinet composed of 20 government institutions and responsible for coordination;* key among them is the Ministry of Social Development. UNDP alliances include the European Union, Inter-American Development Bank (IADB), International Labour Organization (ILO), UNFPA, UNICEF and UN-Women. Focusing on vulnerable groups, UNDP will engage with a wider scope of stakeholders and incorporate institutional capacity-building and information management dimensions.

By 2024, Paraguay implements public policies that promote the generation of sustainable livelihoods, decent work and economic inclusion with an emphasis on people in vulnerable situations, with a rights and gender approach.

¹⁸ SPS.

28. *UNDP will support productivity growth by promoting a normative and institutional environment that fosters the country's capacity to absorb technology and innovation.* This will be achieved by improving research, technical assistance and financial inclusion. UNDP will work with government and development partners to provide incentives for formalizing the labour markets in Paraguay; special focus will be given to disadvantaged groups such as women and youth, including in rural areas.

29. *UNDP will work with MSMEs by promoting financial inclusion and improving the offer of formal and informal education and technical training, especially in the use of new technologies.* UNDP will continue to support public institutions, such as the Ministry of Industry and Commerce, by integrating systems that foster more efficient services to stakeholders.

30. *UNDP will focus on two key issues directly linked to improving people's likelihood to increase their productivity, access to land and small-scale agriculture.* With regard to access to land, building on experience gained in the previous CPD, UNDP will contribute to the design and management of systems that facilitate land use planning and procedures related to land titling. Regarding small-scale agriculture, UNDP will provide support both in relation to the management and delivery of inputs and in terms of institutional strengthening that ensures the delivery of services to the families that make up this sector, with special attention to female-headed households. This will allow small-scale farmers to improve their livelihoods and have access to business value chains, contributing to the inclusion of the most vulnerable sectors.

31. UNDP will work with the Ministry of Industry and Commerce, the Ministry of Agriculture and Livestock, the Land and Rural Development Institute and the National Cadastre Office, among others. UNDP work will complement the technical capacity of the Food and Agriculture Organization of the United Nations and in coordination with ILO in common areas that may arise with regard to MSMEs.

By 2024, national and subnational public and private sector institutions and civil society will have strengthened the management of natural capital to enable sustainable and low-emission development.

32. *UNDP will strengthen the capacities of the public and private sectors to coordinate the design and implementation of policies, plans and solutions for sustainable management of natural capital – both in urban and rural areas – and for the reduction of emissions and pollution, in line with the signature solution: promoting nature-based solutions.* UNDP will work with Paraguayan institutions that generate official information – including energy issues – and will continue to support multi-sectoral and inter-institutional dialogues on these issues, in line with the conventions on environmental sustainability, such as climate change, conservation of biological diversity, and the fight against land degradation. The Ministry of the Environment and Sustainable Development will be a key counterpart in this regard.

33. *The NDP Paraguay 2030 vision seeks to make Paraguay a world-class food producer, though achieving this in a sustainable way implies a great challenge.* UNDP will provide evidence and knowledge to inform the prioritization of policies and interventions by the Government that ensure sustainable production. UNDP will work in close collaboration with the private sector (including cooperatives, trade unions, and companies¹⁹) through established platforms. UNDP will promote sustainable commodities policies or standards, the conservation and restoration of forests and the reduction of deforestation in supply chains.

34. *UNDP will promote, through an integrated approach, the development and/or implementation of policies and/or implementation of action plans for NDCs, the national strategy for forests and sustainable growth, sustainable commodities, sustainable transport and*

¹⁹ Some key actors are: Cooperatives: Production Cooperative Federation; Guilds: Industrial Union of Paraguay; Companies: Cargill.

waste management. UNDP will facilitate implementation of good agricultural practices, territorial planning – including the system of protected wild areas and biodiversity corridors – the strengthening of information systems, data analysis and indicators, and incorporating disaster risk management through resilience with a gender approach.

35. *UNDP will strengthen public entities*, such as the Ministry of the Environment and Sustainable Development, the Secretariat of Emergencies, the Ministry of Agriculture and Livestock, the Ministry of Industry and Commerce, the Secretariat of Technical Planning, and the Ministry of Public Works and Communication, among others, and subnational governments while strengthening linkages and collaborating with non-governmental organizations, indigenous people organizations and civil society organizations and communities. Close coordination with United Nations organizations, such as FAO and the United Nations Environment programme (UNEP), and other international cooperation agencies will be an essential part of the work.

By 2024, Paraguay strengthens its capacity to map inequalities and monitor and implement the Goals and the NDP Paraguay 2030.

36. *UNDP will provide assistance to Paraguayan institutions (national and subnational) in results-based management, efficient social investment and accountability, in line with the signature solution: strengthening effective, inclusive and accountable governance.* UNDP will provide systems and tools that allow more efficient management, the professionalization of public administration and the adoption of strategies and systems that promote transparency and inclusion.

37. *UNDP will focus on improving the capacity of the Government to coordinate, implement, monitor and report on the compliance of NDP Paraguay 2030 and the 2030 Agenda.* UNDP will continue to provide technical assistance to the national ‘SDG’ Commission to promote its consolidation as the key coordinating institution within the Government. UNDP will generate guidance and implement pilot actions for effective government decentralization and for the localization of the Goals, generating inter-institutional working groups and coordination forums that will allow for multi-stakeholder dialogue and contribute to the generation of indicators and data for development policies and programmes aimed at achieving the 2030 Agenda.

38. *To achieve these objectives, UNDP will work closely with the Ministry of Foreign Affairs, the Ministry of Finance, the Technical Planning Secretariat and the National Statistics Office, as well as with Parliament, the Judiciary Branch and the private sector.* UNDP will engage with other United Nations organizations, such as UNICEF and UN-Women, and will serve as convener to coordinate joint actions and initiatives with other actors in the private sector, civil society, academia and other international partners.

39. *UNDP will provide technical assistance to key government institutions linked to knowledge management in order to improve planning, monitoring and evaluation capacities and maximize the development impact from public investment.* UNDP will seek to improve results-based management in the public sector and foster a culture of continuous learning and innovation through implementing of programmes that promote the generation of information, data, findings and insights, and through continued feedback loops from beneficiaries. In this regard, UNDP will assist the Supreme Court of Justice in improving access to justice and the efficiency of the judiciary administration to reduce case backlog.

40. *UNDP will support strengthening the leadership of competent institutions in each thematic area*, at national and local levels. Participation of civil society, indigenous peoples, the private sector, academia and international cooperation will be enhanced.

41. *UNDP will strengthen dialogue with civil society*, ensuring the participation of organizations representing vulnerable groups. UNDP will work on improving UNDP involvement with civil society, especially in the articulation and implementation of the Goals.

42. UNDP will cooperate with Paraguay in the follow-up and implementation of the recommendations received from international human rights mechanisms, identified by the Recommendation Monitoring System (SIMORE) and in coordination with the government institutions that administer it. Paraguay is currently offering South-South cooperation using the SIMORE Plus system. In accordance with ICPE recommendations, the modalities of South-South cooperation will be expanded to benefit the sustainable development of Paraguay.

III. Programme and risk management

43. This document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes are prescribed in the organization's programme and operations policies and procedures and the internal control framework.

44. In accordance with Executive Board decision 2013/9, all direct costs associated with project implementation should be charged to the concerned projects.

45. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable responses to force majeure. The harmonized approach to cash transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks.

46. In order to ensure this programme is implemented in line with national expectations, UNDP will be in permanent contact with the Ministry of Foreign Affairs and other relevant partners, such as local, national and international partners, facilitating mutual accountability. This allows for the continuation of the participative process that took place during the design of this programme document, including workshops with representatives of the public sector, civil society organizations, private sector and national media.

47. UNDP will provide technical-administrative support to address specific situations that require agile, timely and relevant responses – in particular, those linked to responses in cases of emergencies associated with adverse climatic events that require the direct execution of actions by UNDP, as stipulated in the regime of accelerated policies and procedures of the agency.

48. Risks identified that may affect the implementation of this programme are associated with: (a) institutional aspects; (b) financial aspects; (c) citizen participation; and (d) environmental risks.

49. Among the institutional aspects, the main risk is associated with institutional weaknesses to carry out public policies according to established national priorities. The UNDP strategy will be to strengthen the technical-operational capabilities. Among the financial risks is the reduction of resources for the continuity of strategic initiatives. To mitigate this risk, special emphasis will be given to strengthening collaborative alliances between public, private and civil society actors that allow diversification of donors. UNDP will collaborate with the Government to facilitate South-South or triangular cooperation. UNDP will explore financing opportunities from other possible sources for strategic initiatives at the request of the Government.

50. With regard to citizen participation, the main risk is low interest in the design, implementation, monitoring and/or evaluation of strategic initiatives, as well as aspects related to civil society's role in public management oversight. The strategy to mitigate this risk is to promote citizen participation, greater transparency and accountability to citizens. The environmental risks that planned actions could generate will be mitigated through previous analysis of environmental impact.

51. Findings and recommendations from the ICPE, the CPD evaluation and other evaluations will inform the implementation of this CPD. Risks will be monitored through strict compliance with the corporative requirements.

IV. Monitoring and evaluation

52. The monitoring and evaluation plan will register and facilitate oversight and identify factors that limit and/or enhance the achievement of results. The strategy will cover all areas, combining evaluations with the monitoring of the achievements made in order to identify UNDP contributions to national priorities. The evaluation plan includes project, outcome and programme evaluation. It will be updated annually.

53. Monitoring and evaluation processes will identify lessons learned and best practices linked to programme implementation. In order to generate evidence, UNDP will use the results and resources framework and relevant indicators in the UNSDCF. Data collection on indicators will occur annually at a minimum, and an annual report will be generated and shared with stakeholders.

54. Use of statistics is expected to monitor progress. National capacity strengthening and institutional transformation of the General Directorate of Statistics, Surveys, and Censuses (DGEEC) will be supported by UNDP. This institution is responsible for reporting national official statistics that will measure progress towards the Goals and be a main source to monitor and evaluate UNDP contributions.

55. UNDP will strengthen the capacities of national implementing partners in data collection and analysis to measure the effectiveness of actions and policies linked to NDP Paraguay 2030 and the Goals. UNDP will identify and analyse scalability and replicability where appropriate. New technologies, including the use of big data, will be essential tools.

56. UNDP will ensure consistent use of the gender marker to monitor expenditure and improve gender-based planning and decision-making. UNDP will pursue partnerships with academic and research institutions to implement its evaluation plan and generate more regular independent assessments of achievements.

Annex. Results and resources framework for Paraguay (2020-2024)

NATIONAL PRIORITY OR GOAL: Poverty reduction and social development (Goals 1, 2, 3, 4, 5, 10)				
UNSDCF OUTCOME INVOLVING UNDP: By 2024, people who live and transit in Paraguay, especially those in vulnerable situations, improve their access to quality universal services, social protection and care.				
RELATED STRATEGIC PLAN OUTCOME: Advance poverty eradication in all its forms and dimensions.				
UNSDCF outcome indicators, baselines and targets	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs	Major partners / partnership frameworks	Indicative resources by outcome (in United States dollars)
<p>Per cent of targets of the NDP Paraguay 2030 reached Baseline: 0 Target: 80%</p> <p>Percentage of the population covered by minimum levels of social protection (NDP and Goal 1.3.1) Baseline: 13.3% Target: tbd</p>	<p>NDP Frequency: Annual</p> <p>Continuous household survey of the DGEEC Frequency: Annual</p>	<p>Innovative models and knowledge products developed to foster informed decision-making in social programmes and policies that will benefit vulnerable groups such as people living in poverty, indigenous people, women and youth.</p> <p>Indicator: Number of innovative models, knowledge products and reports exchanged with government, civil society and private sector. Baseline (2019): 0 Target (2024): 10</p> <p>Improved national and subnational capacities for data management, analysis and intersectoral coordination for development, implementation and monitoring of social programmes that will benefit the poor and other vulnerable groups.</p> <p>Indicator: Percent of beneficiaries from UNDP projects recognize, through project and programme evaluations, an improvement in accessing social services. Baseline (2019): No data Target (2024): 75%</p>	<p><u>Government:</u></p> <ul style="list-style-type: none"> Management Unit, Presidency of the Republic Social Cabinet Ministry of Social Development, Ministry of: Treasury, Foreign Affairs, Health and Agriculture <p><u>Donors:</u></p> <ul style="list-style-type: none"> Binational Itaipu Binational Entity Yacyreta Private Sector <p><u>Other partners:</u></p> <ul style="list-style-type: none"> UNICEF, UNFPA, UN-Women, World Bank, IADB European Union 	<p>Regular 479,500</p>
				<p>Other 42,618,192</p>

NATIONAL PRIORITY OR GOAL: Inclusive economic growth (Goals 8, 9, 11, 12)				
UNSDCF OUTCOME INVOLVING UNDP: By 2024, Paraguay implements public policies that promote the generation of sustainable livelihoods, decent work and economic inclusion with emphasis on people in vulnerable situations, with a rights and gender approach.				
RELATED STRATEGIC PLAN OUTCOME: Advance poverty eradication in all its forms and dimensions.				
<p>Percentage of employed population that contributes to retirement</p> <p>Baseline: (2018): 44.8% Total 48.2% Urban 34.1% Rural</p> <p>Target: (2024) 52% Total 50% Urban 35% Rural</p>	<p>DGEEC Frequency: Annual</p>	<p>Strengthened national and subnational capacity for implementing public policies that promote the economic inclusion of people in vulnerable situations, particularly in rural areas, including land access and small-scale agriculture.</p> <p>Indicator: Number of institutions supported to design and/or implement economic inclusion programmes. Baseline: 0 Target (2024): 5 at municipal level, 2 at regional government level, 3 at national level.</p> <p>Strengthened national capacity to articulate plans and programmes for promoting decentralization, local development, competitiveness and MSME strengthening.</p> <p>Indicator: Number of MSMEs (services sector) supported by state programmes. Baseline: 0 Target (2024): 5 rural, 5 urban.</p>	<p><u>Government:</u></p> <ul style="list-style-type: none"> Ministry of Industry Technical Planning Secretariat Social Cabinet Ministry of Women <p><u>Donors:</u></p> <ul style="list-style-type: none"> Binational Itaipu Binational Entity Yacyreta Private Sector <p><u>Other partners:</u></p> <ul style="list-style-type: none"> UNICEF, UNFPA, UN-Women, World Bank 	<p>Regular 479,500</p>
				<p>Other 6,513,638</p>
NATIONAL PRIORITY OR GOAL: Integration of Paraguay in the world (Goals 5, 6, 7, 11, 12, 13, 15, 17)				
UNSDCF OUTCOME INVOLVING UNDP: By 2024, national and subnational public and private sector institutions and civil society will have strengthened the management of natural capital to enable sustainable and low-emission development.				
RELATED STRATEGIC PLAN OUTCOME: Accelerate structural transformations for sustainable development.				
<p>Percent of NDC targets achieved</p> <p>Baseline: 0 Target: 10%</p>	<p>MADES, Government Frequency: Biannual</p>	<p>Improved capacities and coordination in public and private sectors for the design and implementation of policies, plans and solutions for the sustainable management of natural capital – both in urban and rural areas – with a gender and resilience approach. This includes continuing the work on sustainable commodities and inclusive value chains.</p> <p>Indicator: Percent of representative stakeholders recognize improvement in capacities and coordination</p>	<p><u>Government:</u></p> <ul style="list-style-type: none"> Ministry of Environment National Forestry Institute <p><u>Donors:</u></p> <ul style="list-style-type: none"> Global Environment Facility Forest Carbon Partnership Facility Itaipu Binational Entity Yacyreta 	<p>Regular 479,500</p>
				<p>Other 25,175,000</p>

		<p>between public and private sectors for the design and implementation of policies, plans and solutions. Baseline (2019): No data Target (2024): 90%</p> <p>Policies, actions, measures and solutions designed for reducing emissions and contamination at national, departmental and municipal levels to promote sustainable, low-emission and resilient growth, considering adequate disaster risk management.</p> <p>Indicator: Number of gender-sensitive policies, plans and solutions to promote sustainable, low-emission and resilient growth published at national and subnational levels.</p> <p>Baseline (2018): 3 (MADES) Target (2024): 6 Information, dialogues and/or solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development.</p> <p>Indicator: Number of instruments and or solutions identified and/or applied at scale to accelerate the transition to improved energy efficiency and clean energy. Baseline (2018): 0 Target (2024): 1</p>	<ul style="list-style-type: none"> Private sector <p><u>Other partners:</u></p> <ul style="list-style-type: none"> UNICEF, UNFPA, UN-Women, World Bank 	
NATIONAL PRIORITY OR GOAL: Inclusive economic growth (Goal 16)				
UNSDCF OUTCOME INVOLVING UNDP: By 2024, Paraguay strengthens its capacity to map inequalities and to monitor and implement the Sustainable Development Goals and the National Development Plan.				
RELATED STRATEGIC PLAN OUTCOME: Accelerate structural transformations for sustainable development.				
Number of institutions with data collection/analysis mechanisms providing disaggregated data to monitor progress towards development goals, including the Goals. Baseline: 1 Target: 5	DGEEC Frequency: Annual	Strengthened national capacity for implementing, monitoring, reporting and establishing partnerships to the 2030 Agenda, aligned with the NDP. Indicator: Percent and number of Goal indicators reported by Paraguay. Baseline (2018): 20.1% (47), Goal 5: 100% (6) Target: (2024) 80% (234), Goal 5:100% (6)	<p><u>Government:</u></p> <ul style="list-style-type: none"> Social Cabinet Technical Unit of Management of the Presidency of the Republic Supreme Court of Justice Electoral Court of Justice 	Regular 479,500
				Other 124,240,935

		<p>Strengthened national capacity to provide efficient and accountable public services, including in areas such as social inclusion programmes and access to justice that benefit vulnerable groups, including women.</p> <p>Indicator: Existence of stronger capacities in gender-sensitivity actions and functionality in rule of law institutions. (Strategic Plan, 2018-2022, integrated results and resources framework 2.2.3.3.) Baseline: Gender: No; Functionality: No. Target (2024): Gender: Yes; Functionality: Yes.</p>	<ul style="list-style-type: none"> • Ministry of: Treasury, Foreign Relations, Health, Information and Communication Technologies, Public Works and Education <p><u>Donors:</u></p> <ul style="list-style-type: none"> • Itaipu • Binational Entity Yacyreta • Private sector <p><u>Other partners:</u></p> <ul style="list-style-type: none"> • UNICEF, UNFPA, UN-Women, World Bank 	
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