GOVERNANCE FOR PEOPLE AND PLANET (G4PP)

A Global Programme to Promote Accountable, Inclusive and Effective Governance

2022-2025

Brief Description

Governance systems across the globe are under increasing pressure in multiple ways, from a wide range of issues including economic contractions due to the COVID-19 pandemic, the structure of the global economy, a growing debt crisis, the climate emergency and nature stresses, the rapid pace of technological change, increasingly visible inequalities of all types, a fragmented, contested and less effective multilateralism, and people's growing dissatisfaction with the status quo including the performance and outcomes of governance systems. This Global Programme aims to provide a comprehensive and coherent response to the challenges that beset governance systems today and into the future. It sits alongside the global programme on rule of law, security, and human rights, and the global programme on conflict prevention, peacebuilding and responsive institutions, and complements the work across many policy and programming functions which contribute to delivery under Signature Solution 2. UNDP's work on governance is anchored in SDG 16 and the fundamental role that governance and rule of law play in peaceful, just, and inclusive societies. The G4PP Programme is designed based on extensive mapping and consultation processes and has several aims:

- Take forward the priorities of signature solution 2 - inclusive, accountable, effective governance – in UNDP's new Strategic Plan (2022-2025).
- Strengthen synergies substantively and organizationally, facilitating more integrated delivery of policy and programmatic support;
- Support the integration of governance across all UNDP signature solutions, based on governance principles, recognizing that it is the operation of governance systems (or ecosystems) which determine development outcomes.
- Serve as an umbrella for existing global governance projects, aligning around common programming principles and a common results/accountability framework;
- Provide a framework for systematic engagement with partners within and beyond the UN system.

The Programme provides a more people centred, systems approach to UNDP's governance assistance; it takes a multi-level (global, national, sub-national) and multi-dimensional perspective to governance; it emphasizes programmss and initiatives that focus on transforming structures for gender equality and will work to achieve four outcomes:

Outcome 1: Public goods and services, at all levels are delivered in an effective, transparent and responsive manner, including in volatile and uncertain circumstances
Outcome 2: People are empowered as positive agents of change in an inclusive public sphere
Outcome 3: Gender equality underpins all governance systems
Outcome 4: UNDPs development results strengthened by the integration of governance

The Global Programme will be enhanced by the Oslo Governance Centre, supporting UNDP's governance delivery across key functional areas, including innovation, data, and knowledge.

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I. Development Challenge

There is strong evidence that accountable, inclusive and effective governance underpins sustainable development and that the peaceful, just and inclusive societies envisioned in SDG16 are essential for the achievement of Agenda 2030. However, governance systems across the globe are under increasing pressure in multiple ways, from a wide range of issues including economic contractions due to the COVID-19 pandemic, the structure of the global economy, a growing debt crisis exacerbated by the war in Ukraine, the climate emergency and nature stresses, the rapid pace of technological change, increasingly visible inequalities of all types, a fragmented, contested and less effective multilateralism, and people's growing dissatisfaction with the status quo including the performance and outcomes of governance systems. Existing governance models are under question.[1]

Additionally, in recent years, many governments and governance systems have become increasingly repressive, reinforcing exclusion, political polarity and discrimination, against the interests of their broader populations, and hindering sustainable development. Five trends are particularly concerning: i) restriction of civic space, particularly freedom of expression, assembly and association, with legal, administrative, extra-legal and political measures, inhibiting the proper functioning of media, opposition and civil society voices; ii) changing the rules of the game, so as to create an uneven playing field for political contestation including abuse of state resources by incumbents, skewed reforms in political party and electoral legislation and one-sided private and illicit financing in campaigning; as well as irregular transitions, including by the use of force iii) undermining the separation of powers, notably the independence of the judiciary, politicising legal processes and allowing impunity and violence to curtail the activities of citizens, media and CSOs[2]; and (iv) backsliding on gender equality achievements, especially a backlash on women's rights and pervasive intersectional challenges v) Rising and widespread corruption which has not only contributed to regression on sustainable development, but has also impacted on human rights, including in some places the rise of oppressive regimes.[3]

An additional challenge to governance systems can be found in the rise in economic inequality and its impact on political and social polarisation. Furthermore, those from more marginalised sections of society are more likely to be negatively impacted by unsustainable environmental practices, the measures required to address climate change and the transition to digital economies.

[1] See, for example, UNDP and Dark Matter (2020) *A Way Forward: Governance in an Age of Emergence*
[2] Ibid
[3] Global Corruption on the Rise Amidst 'Democratic Decline' Voice of America (January 26, 2022) https://www.voanews.com/a/global-corruption-on-the-rise-amid-democratic-decline-/6413643.html

These trends have been exacerbated by the COVID-19 pandemic which has not only reversed improvements in human development indicators for the first time in 30 years, but also thrown structural inequalities at multiple levels into the spotlight [4] at the same time as measures introduced in some places have contributed to the closing of civic space. As *Our Common Agenda* has noted, COVID-19 has been “a challenge like no other since the Second World War, revealing our shared vulnerability and interconnectedness. It has exposed human rights concerns and exacerbated deep fragilities and inequalities in our societies".

People’s confidence and trust in public institutions at all levels, and in the people who lead such institutions, is critical to sustainable development, underpinning effective public policy across a range of issues from taxation to policing, and underpinning the provisions of the public goods required for the flourishing of people and the planet. To many people, the fairness and inclusiveness of the processes through which public policy is determined are as important as the actual delivered outcomes, and yet many people are and feel themselves increasingly excluded from such processes. This has amplified disenchantment with institutions and political leadership.[5] Long-term trust in governance systems rests on the ability of public institutions to uphold the rule of law and human rights, to be accountable, responsive, and manage risk, and respect for truthfulness and evidence. In short, where social contracts are not delivering inclusion and equality, trust is difficult to maintain. Indeed, in many places, protests are responding to actual and perceived wrongs, including negation of election outcomes; the suppression of opposition, or democracy itself; inequality, as well as specific grievances and human rights concerns. Some regions are ungoverned or ungovernable by the formal state, and violence reigns. Mistrust in governance spans entirely divergent settings and outcomes, but a common pulse is clearly identifiable: the defence of political choice and human rights, and peoples’ demand for more effective, inclusive and accountable governance systems, that have a demonstrably positive impact on their lives.

[4] 4 UNCTAD (2020). The Impact of the COVID-19 Pandemic on Trade and Development: Transitioning to a New Normal. G. Connor (2021). ‘Overcoming the Setbacks: Understanding the Impact and Implications of COVID-19 in Fragile and Conflict-affected Contexts’, UNDP Global Policy Network Brief, March 2021.

[5] UN (2021) Our Common Agenda: Report of the Secretary-General p12

A current challenge relates to the increased incidence of violent political expression and coups. In September 2021, the UN Secretary-General stated with concern that "coups are back".[6] Since that statement there has been a further deterioration in the state of governance in several countries, caused by transnational and internal conflict.[7]

Non-democratic and non-peaceful solutions to governance and territorial disputes has once again become commonplace. The violent extension of the contestation of spheres of influence in Eastern Europe, is another profound example of violence applied as a means to change governance systems and political allegiances. The intensification of violent conflict as a means of acquiring political power is a significant risk to the core values of the UN and UNDP; however, there are also signs of a renewed energy and enthusiasm for the promotion and protection of democratic systems and the values that these systems uphold, such as participatory decision-making, transparency, rule of law and a human rights-based approach to governance.

These aspects are fundamentally reshaping our societies with little public oversight or constructive debate within many countries. [8] The monopolisation of the information and communication space, with the large-scale collapse of independent media, fragmentation of media markets and the dominance of tech monopolies, presents further challenges. Algorithm fuelled 'news' content is now recognised to contribute to social and political polarisation, enabling populist political forces to ratchet up identity-based divisions for political gain, with disinformation a major threat to democratic processes.[9] The question of how technology can be harnessed in ways that promote more peaceful, just and inclusive societies, and what models of global and national governance, foresight and corporate regulation and engagement of the technology sector itself will yield positive outcomes and minimize risks is a central development challenge of today. The question of how technology can be harnessed in ways that promote more peaceful, just and inclusive societies, and what models of global and national governance, foresight and corporate regulation and engagement of the technology sector itself will yield positive outcomes and minimize risks is a central development challenge of today.

[6] UNSG address to the 76th Session of the UN General Assembly (21 September 2021) - https://www.un.org/sg/en/node/259283

[7] Over the past year, the world experienced more coup d'états and irregular political transitions, inter-state conflict now in Ukraine, since the 90s. In 2021: Myanmar, Chad, Mali, Afghanistan, Guinea, and Sudan; in 2022: Burkina Faso, Guinea-Bissau

[8] For example, the body of work put forward by the Harvard Kennedy School Carr Center for Human Rights exploring the impact of tech on rights: Technology & Human Rights | The Carr Center for Human Rights - Harvard Kennedy School. These challenges are laid out in the first draft of a recommendation on the ethics of AI at: https://unesdoc.unesco.org/ark:/48223/pf0000373434 . See also RightsCon 2018 Outcomes Report. Available at: https://www.rightscon.org/cms/assets/uploads/2018/07/RightCon2018-outcomes-report.pdf

[9] The Rise of the Deep Fake and its Threat to Democracy', The Guardian, 22 June 2019. Available at: The rise of the deepfake and the threat to democracy | Technology | The Guardian. See also: UNOHCR 'Emerging digital technologies entrench racial inequality, UN expert warns'.

Gender equality gains in reverse

There is ample global evidence of the multiple benefits of gender equality in governance. According to a recent survey of 65 countries, women's presence in politics restores trust in government and increases the amount of attention paid by political bodies to social welfare, legal protection, and the transparency of government and business.[10] Increased female representation in the legislature is robustly associated with reduced infant and child mortality as well as greater spending on health. Effects are magnified when women are more active in civil society and appear primarily in countries that have gender quotas and proportional electoral systems.[11] Higher levels of gender equality are associated with a lower propensity for conflict, both between and within states.[12] When at least 35 percent of a country's legislature are women, the risk of conflict relapse is close to zero. When women are unrepresented in parliaments, however, the risk of relapse increases over time.[13]

However, there has been a stalling and reversal of two decades of gains in political participation, coalescing around gender backlash, gender stereotypes, violence against women in politics and structural barriers such as the care crisis now globally on the rise. The lack of democratic practices and the continued erosion of democracy and rise of authoritarian politics in many parts of the world has contributed to this trend.[14]

[10] Hudson, V. et al. (2008). 'The Security of Women and the Security of States'. Harvard Kennedy Center Belferd Center, Winter 2008/0; International Parliamentary Union Women in Politics: Insight.

[11] Valeriya Mechkova and Ruth Carlitz (2019). 'Gendered Accountability. When and Why do Women Policy Priorities get Implemented?', V-Dem Working Paper, 2019:88.

[12] Mary Caprioli (2003) Gender Equality and State Aggression: The Impact of Domestic Gender Equality on State First Use of Force, International Interactions, 29:3.

[13] Jacqueline H.R. Demeritt, Angela D. Nichols & Eliza G. Kelly (2014) Female Participation and Civil War Relapse, Civil Wars, 16:3..

[14] http://hdr.undp.org/en/GSNI

There is increasing recognition of the multiple and intersecting forms of discrimination and marginalization experienced by women in public life – including those based on age, racial or ethnic identities, sexual orientation and gender identities and those living with disabilities – as well as the different inequalities they face in various aspects of public life relating to their social status.[15]

Women and girls are being hit hard by the COVID-19 pandemic.[16] However, despite being disproportionately affected by the pandemic, new evidence also shows that globally women's representation in COVID-19 policy spaces is far from equal. In the Gender Equality in Public Administration (GEPA) 2021 study of 142 COVID-19 task forces in 90 countries, women average just 26% of task force positions, only 16 percent of task forces have reached or exceeded gender parity, and 12% of task forces are exclusively men. Of task force leaders, only 23% are led by women. The COVID pandemic has brought the gendered governance implications of economic structures and in particular the care economy to the fore.

Source: Extract from longer internal study produced by the Governance team 'Gender Equality in UNDP's Governance Support', April 2021.

Some groups within society experience structural exclusion, which is intersectional in nature (see box above for the reversal in gender equality gains). Demographic shifts and the youthfulness of today's population (with approximately one in six aged between 15-24) [17] and what is frequently a wide generational gap between the governed and the governing, are also important features of contemporary governance. [18]

[15] As highlighted for instance at the 65th session of the Commission on the Status of Women, which took place during Marcy 2021.
[16] WHO (2019) | Delivered by Women, Led by Men: A Gender and Equity Analysis of the Global Health and Social Workforce
[17] In a number of countries in which UNDP delivers programming the percentage of the population under the age of 30 years is nearly 70%. For further details, see UNDP independent evaluation of UNDP's support to YEE / management response if more facts and figures are needed: https://erc.undp.org/evaluation/documents/download/19680
[18] UNDESA 2019 data. Available at: WYP2019_10-Key-Messages_GZ_8AUG19.pdf (un.org)

Young people are inheriting a world in turmoil, and complex development challenges, including unemployment, and are often excluded from decision-making and peacebuilding, facing a wide array of often negative assumptions about age and capabilities, even though their role as agents of change for sustainable development and peace is recognized in international frameworks. At the same time, there has been an increase in the percentage of the population in many countries who are over the age of 65, which has implications as well for how public goods and services are delivered.

Indeed, there is a need to support the agency and voices of all those who are marginalised and excluded, including LGBTI+ people, indigenous peoples and people with disabilities (PwDs). Persons with intellectual or psychosocial disabilities, who are often excluded from a range of societal and political processes, experience multiple legal, institutional, and social barriers, which prevent them from voting, standing for election for public office, civic participation, or simply having a say in their own lives. UNDP has reaffirmed its commitment to leaving no one behind in its Strategic Plan, which has this as a core direction of change for the organisation.

In summary, as Our Common Agenda notes, “There is a growing disconnect between people and the institutions that serve them, with many feeling left behind and no longer confident that the system is working for them, an increase in social movements and protests and an ever deeper crisis of trust fomented by a loss of shared truth and understanding. There has been questioning of how we share our societies and this fragile planet, of the fundamental ties that connect us, and of how we engage with those who disagree, who feel unjustly treated or who feel excluded". [19]

Amidst this bleak picture, however, entry points for governance work do exist: the strong demand for the opportunities provided by digitalisation; the surge of civic, especially youth, engagement; and initial steps by some private sector entities to support environment, social and governance (ESG) issues, as well increasing willingness by some tech platforms to consider the need to mitigate the impacts of their operations.

[19] UN (2021) Our Common Agenda, p22

II. STRATEGY

Accountable, inclusive and effective governance is both a goal in itself, in that it supports the realisation of human rights, and, as evidence shows, an enabler of the whole of Agenda 2030. For that reason, governance is at the heart of UNDP's policies, strategies and interventions, is one of UNDP's six Signature Solutions, and is an integral part of programming across the organization. Accountable, inclusive and effective governance will underpin progress on the three directions of change identified in the Strategic Plan 2022-2025: *structural transformation,* particularly green, inclusive and digital transitions; *leaving no one behind*, a rights-based approach centred on human agency and human development; and *building resilience* to respond to systemic uncertainty and risk. This Global Programme is central to that effort and aims to equip all parts of the organisation to respond to the complex development challenges noted above, addressing governance from both a normative perspective and as an enabler for sustainable development. Its outcomes and outputs are directly mapped on to Strategic Plan outputs and indicators. The programme also takes into account the MOPAN observation and recommendation that, despite relatively strong performance in governance-specific work to date, UNDP needs to better tackle structural drivers, including governance challenges and needs.[20]

The Governance for People and Planet (G4PP) Global Programme is one of the programmatic mechanisms for delivery of UNDP's integrated governance offer to deliver Signature Solution 2 on governance of UNDP's Strategic Plan 2022-2025. It is primarily designed to respond to country needs, mobilise and utilise UNDP's internal expertise at the country, regional (particularly through the regional hubs) and global levels, as well as relevant partner organisations. The Global Programme will support the work of Country Offices, channeling programmatic funds where available, but also learning from their work and the challenges related to governance support, and providing new knowledge, support and approaches based on the lessons gathered. Particular attention will be given to unpacking and addressing governance challenges from a systems approach, learning from related initiatives across the organisation. The Global Programme will provide a strategic level of direction and framing to all UNDP's thematic governance work to support coherence, lesson-learning, results reporting and, ultimately, country-level impact.

[20] MOPAN reference p62

The Vision of the Global Programme [21]

The ambition of the G4PP Programme framework is the realisation of the inter-governmentally agreed principles of effective governance in country governance systems: *effectiveness* (competence, sound policy-making, collaboration); *accountability* (integrity, transparency, independent oversight) and *inclusiveness* (leaving no-one behind, non-discrimination, participation, subsidiarity, intergenerational equity). It will achieve this not only through governance-specific policy and programming, but by mainstreaming support to these governance principles across other signature solutions.

The Global Programme has three primary, inter-related and mutually-reinforcing development outcomes, to support dynamic governance systems that ensure:

1. Public goods and services, at all levels are delivered in an effective, transparent and responsive manner, including in volatile and uncertain circumstances
2. People are empowered as positive agents of change in an inclusive public sphere
3. Gender equality is advanced in governance systems

A fourth outcome of the Programme is focused on the structural changes within UNDP that are required to enable the delivery of results with regard to the first three outcomes.

What does success look like?

- UNDP governance portfolios designed and implemented with a people-centred systems approach
- Integrated governance and sector programming to deliver on all signature solutions
- Differentiated and politically informed governance offers for different contexts
- More innovation in programming and policy to adapt to trends, anticipate and manage risks, understand and work with different sources of power, particularly focused on gender equality, localisation, digital, data and analytics
- Governance programming advances structural transformation for gender equality

[21] The Global Programme was designed based on results, data and evidence from a year-long process of internal and external consultations, desk-reviews of literature, results reporting and evaluation, and analysis of country-level demand.

- Governance programming advances structural transformation for gender equality
- Refined analytical tools and programme delivery processes which allow for co-design and co-delivery with national and international partners
- Stronger links between HQ-managed governance initiatives and regional and country programmes
- Innovative governance work across regions is connected
- More impactful cross-UNDP global policy development on governance
- Improved knowledge management system for sharing analysis, enhancing benefits of tools and networks and learning
- Thought leadership enhanced through cutting edge governance research programmes
- Enhanced foresight of governance trends supports more anticipatory programming
- Measured impact to build a robust evidence base for governance work;
- More effective and strategic engagement with UN and multilateral partners on governance and a refreshed engagement with partners seeking new opportunities and cooperation
- Strong and active partnerships with key governance actors at all levels, including government, civil society organisations, youth organisations, movements and networks, women's groups, academics, think tanks and the private sector.

The Global Programme's Comparative Advantages

The Global Programme will leverage UNDP's advantages in its scale and scope, and its mandate as an 'SDG integrator', which gives it the potential to truly work across systems. The Global Programme provides systems-wide approaches that elevate the work of UNDP to address broad governance issues and their direct and indirect impact on the delivery of Agenda 2030. The Global Programme will promote a more systematic approach to governance in all of UNDP's development work.

The Global Programme will leverage UNDPs Comparative Advantages on Governance:

- Largest implementer of governance support globally
- Proven governance expertise and thought leadership
- Effective integration of gender perspective
- Growing use of systems approach to developing governance programming
- Ability to integrate governance in other development areas
- Global leader and shaper of dialogue and discourse on governance
- Strong global and regional programming reach
- Trusted partner
- Convener status to facilitate engagement of diverse stakeholders and change agents
- Trusted relationship with governments

Areas of elevated effort across the Global Programme

The G4PP Programme emphasises four areas for elevated effort across the Global Programme: (i) *gender equality; (ii) localization; (iii) digitalization; and (iv) data innovation and analytics*.

(i) Elevating gender equality

The elevation of this theme signals a serious commitment to gender equality, providing a set of feminist principles and results covering all of UNDP's global policy and programming governance support, in line with UNDP's new Gender Equality Strategy. The explicit adoption of a feminist approach to our work *seeks to disrupt patriarchal and male-dominated power systems and structures* and challenge discriminatory social norms that devalue women and girls in all their diversity. This requires moving beyond seeing women as participants or beneficiaries to actors and agents of change; it shapes who we partner with and how; requires much more gender analysis in the design, implementation, monitoring and learning with regard to interventions and concomitant resources and puts at the centre of our approach the clear intention to focus on and address systems with unequal power including:

- The need to better address the root causes of gender inequality in our governance support, giving more attention to changing discriminatory social norms. This requires deepening the analysis of context-specific attitudes, stereotypes and perceptions held by men, women, boys and girls of women and men in governance and the factors that prevent women's political participation and empowerment and investing in effective strategies and approaches that address these barriers.

- Prioritizing partnerships with civil society, including women's movements and supporting strengthening of networks between groups. Recognising that partnerships must allow for collaboration and two-way dialogue including connecting women's groups to policy-makers.

- Ensuring intersectionality is part of how we work on gender equality. Several evaluations have noted UNDP's failure to adopt an intersectional perspective which further discounts the multiple intersecting forms of discrimination and violence experienced by women and girls and LGBTI+ people and subsequently continues to reinforce deep-rooted inequalities

- Investing in more and better gender- and age-disaggregated data. This is a recurring issue and pressing priority, stressing the need for diverse narratives and a better knowledge base to advance women's empowerment in political participation and decision-making, taking advantage also of UNDP's custodianship of several global SDG 16 indicators to support countries in producing and disseminating disaggregated data.

- Reflecting the synergy of women's economic empowerment and women's political empowerment. Women leaders can be strong advocates and facilitators of women's economic empowerment, as well as support transformations of economic systems through fiscal and economic policies for gender equality, gender-responsive leadership in central banks, and other aspects of economic governance.

(ii) Accelerating localization

Countries across all regions have recognized that many of the roadblocks to achieving the SDGs, such as multi-dimensional poverty and inequality, can only be addressed through SDG localization, supported by effective multi-level (including sub-national) governance arrangements. This requires a 'whole-of-society'' approach and a transformation in the way that public institutions, private sector organisations and people collaborate to achieve sustainable development. Hence, localising the SDGs cannot be limited to translating and integrating the global goals in local development and investment plans, but must extend to creating incentives (such as Social Innovation Platforms) for public and private stakeholders to collaborate, innovate and co-design solutions.

While SDG localization requires a 'whole of government' and 'whole of society' approach, the Global Programme will build on UNDP's extensive expertise in local governance and decentralisation. To accelerate SDG localization, the Global Programme will leverage its relationship and close partnerships with Local and Regional Governments (LRGs), cities and municipalities, LRG Associations, civil society and private sector institutions as well as UNDP's new role as co-chair of the UN system LOCAL 2030 initiative. This will include support to collaborative approaches to break silos between thematic areas and levels of governance to ignite, institutionalise, and scale innovations to accelerate sustainable development at the subnational level. It will also include an emphasis on local-level participation and inclusive decision-making.

This will require a shift in mindset, programmatic vehicles, operational capacities and incentives toward repositioning local governance ecosystems at the core of multilevel and multi-stakeholder governance. A cornerstone will be support to the design, set-up and functionality of local-level multi-stakeholder platforms for decision-making that hold potential to adapt to dynamically changing development challenges.

(iii) Elevating digitalisation that empowers people

In line with the vision and implementation of UNDP's digital strategy, the Global Programme will support both digitalization for governance – how digital technologies can support accountable, inclusive and effective governance - and the governance of digitalization, that is the governance arrangements required to ensure that digital transformation is rights based, inclusive and supports the achievement of the SDGs.

These themes cut across programme outcome areas – reflecting both the need to work with the public sector and other ecosystems and the requirement to be responsive to the outcomes of public dialogue as well as the required openness and accountability of all stakeholders in the digital transformation of societies. The programme will support the governance aspects of digital public goods, including work on open standards and regulation: supporting the establishment of standards and regulations as part of appropriate enabling environments, building on experience and expertise in supporting the development of national enabling legal, regulatory and policy frameworks.

Additionally, the digitalization of all parts of the state, economy and society mean that existing public goods - such as trusted information and civic space - are also being transformed through digitalisation. The Global Programme will support countries to work through the implications of this for peaceful, just and inclusive societies, including, for example, the digitalised public sphere, including issues of online civic space, and the shape of digital public goods that can establish and maintain safe, gender-responsive and healthy public participation and debate. Work on "Technology for Democracy" will support promising multi-stakeholder innovations at all levels, as well as seeking to amplify voices from actors from the Global South, who must deal with the consequences of technologies, standards and regulatory frameworks yet often lack opportunities to influence and engage.

What are Digital Public Goods?

The UN SG's Roadmap for Digital Cooperation defines digital public goods as 'open-source software, open data, open artificial intelligence models, open standards and open content'. One of the underlying problems that the idea of digital public goods is intended to solve is the consequence of proprietary systems - a reliance on single vendors, high costs of switching systems, system data that can be difficult to share and reuse, algorithms that are difficult to scrutinise and a lack of shared standards across sectors. The Digital Public Goods Alliance is the multistakeholder forum for the stewardship of these digital public goods.

What are Digitalised Public Goods?

Digital public goods are technologies that meet an agreed criteria and are then recognised as qualifying as DPGs. Digitalised public goods are public goods - such as the public sphere, open market places - that are being transformed through processes of digitalisation. For example, the public sphere is being transformed, as the spaces in which debate takes place are increasingly dominated by digital platforms that lack the same standards as newspapers, broadcast and other media. The idea of digitalised public goods in the Global Programme is part of a recognition that digital transformation is an ongoing process leading to change in all parts of our lives - including the public goods required for the establishment and maintenance of healthy, inclusive societies.

(iv) Elevating data capability, innovation and analytics

Data is indispensable for devising evidence-based policies to achieve effective, inclusive and accountable governance. Comprehensive and periodic data on both the supply side of governance and on the demand-side are important for setting priorities, planning interventions and assessing their impacts. They are also critical for putting the spotlight on inequality and underscoring the need to realise the rights of marginalised groups who are left behind and whose rights are not always prioritised in policy-making processes.

This includes people lacking legal identity, who are thus not counted in official government and vital statistics. When data driven approaches (both innovative and traditional) are mainstreamed in governance, then people can be empowered to make better decisions, become more involved in and exercise influence on reforms. This is likely to lead to better governance and improved development outcomes. UNDP, through its Oslo Governance Centre, has established itself as a credible and respected voice and partner on governance data and measurement among governments, multilateral organisations and civil society. UNDP is also playing a leading role in support of the national planning, implementation and monitoring of SDG 16, using its convening power, its expertise in governance measurement and its extensive presence at country level. In addition, UNDP engages at the global and regional levels in supporting the Voluntary National Review process and the reporting and monitoring of the 2030 Agenda. Further, UNDP's use of data and statistics in countries underpins UNDP's role as SDG integrator.

In alignment with the UNDP data strategy and drawing on the capacities within the Data Futures Platform and the Oslo Governance Centre, the G4PP Programme will build on this expertise, to elevate innovative data generation and analytics including strategic foresight and predictive analytics to increase the impact of all of UNDP's governance support; to strengthen rights-based standards and best practices within UNDP and in partner countries in the production and use of governance data; and increase the quality and timeliness of data (including data disaggregation for gender, age and relevant social factors) to better understand the impact of governance interventions.

Theory of Change

The Theory of Change for the Global Programme draws on the Development Impact Statement articulated in the UNDP Strategic Plan (2022-25):

"*UNDP is driven by a vision in which all people have expanded choices for a fairer, sustainable and peaceful future in a world envisioned by Agenda 2030, with people and planet in balance.*"

It starts with the assertion that accountable, inclusive and effective governance is both a goal in itself, in that it supports the realisation of human rights and peace, and, as evidence shows, an enabler of the whole of Agenda 2030.

The overall aim of the programme is therefore to support the realisation of the inter-governmentally agreed principles of effective governance in country governance systems to support the three directions of change identified in the Strategic Plan structural transformation, particularly green, inclusive and digital transitions; leaving no one behind, a rights-based approach centred on human agency and human development; building resilience to respond to systemic uncertainty and risk.

Governance as systems

The underlying conceptualization of the G4PP Programme is of governance operating in complex, intersecting and dynamic systems. These systems span across political, social, economic and environmental domains at different governance levels and across public, private and community sectors. They tend to be endogenous and conditioned by particular historical narratives, social and cultural identities but can also be influenced by external actors. Further, such systems are often shaped by perceptions and the shared values, expectations and lived experience of people. Subnational governance systems tend to be more fluid and dynamic than their national level equivalents, and subject to different sets of political and power dynamics, including with central governments.

The interaction of governance systems with other elements has a bearing on the drivers of trust in public institutions; how services are delivered; pathways towards post-conflict recovery and systemic and behavioural transformations; as well as the dynamics between different levels of governance and how they are financed. Systems approaches also point to the importance of intersectionality (e.g., how racial or gender inequalities may intersect with class or social status) as well as interdisciplinarity (e.g., how environmental sustainability requires interventions across economic, social and governance systems).

Governance as a function of power

Power relationships drive connections within and between the structural components of any system and affect the outputs the system delivers. All development outcomes are a function of the political and power relations that exist between actors and institutions, and the interests and incentives that guide decision-making and action. This is the case whether these actors are affiliated with the state, economic elites, private entities or the 'international community'. Power relations are, for instance, evident in: how services are delivered (considering who provides them, in what manner and to whom); who arbitrates on privacy laws or regulations on digital content (and who enforces them); the structural power issues behind the data used to develop AI; as well as in the drivers of trust (and mistrust) in public institutions. The distribution and mediation of power in society is also evident in how political systems themselves work, in their interaction with broader governance systems and in determining outcomes in all other (social, economic, environment) systems. The realisation of accountable, inclusive and effective governance will require a rebalancing of power.

Logic of the G4PP Programme

As governance operates in complex, dynamic and context-specific systems, with different sets of underlying power relations, the routes to supporting the realisation of the principles of effective governance may look very different in different contexts and will also need to shift over time.

The Global Programme is therefore intended to be a flexible, simple and adaptive framework, which allows for co-design and co-delivery across the UNDP architecture, capitalising on the governance-related work done across units and teams, learning from and responding to country-level experience. To respond to different development contexts and Country Offices' needs and acknowledging also the resource-constrained environment, rather than being overly prescriptive, the Global Programme consists of a menu of forward-looking policy and programmatic options and supports the provision of accessible tools and resources, from which context-specific portfolios can be developed.

For that reason, and in line with thinking on adaptive management and portfolio approaches [22] the outcome and output areas are defined at a high-level, which allows for broad themes to define the work of Global Programme while providing a flexible framework under which context-specific interventions can be designed and implemented.[23]

The three outcomes, outputs and elevated areas of focus have been identified as important entry points to strengthen governance systems, drawing both on evidence and UNDP's areas of comparative advantage, as well as demand from UNDP country offices and partners.[24] They are designed to leverage UNDP's experience and comparative advantages, while indicating important directions of travel. They are mutually reinforcing rather than mutually distinct and highlight and group different entry points across varying contexts through which to support accountable, inclusive and effective governance.

[22] As outlined in the Strategic Plan and reflected in the Tier 3 operational effectiveness output: 6.2

[23] USAID Discussion Note: Adaptive Management Version 2 June 2021

[24] This has included the Future of Governance consultation; the Reimagining Governance process, which included an active listening process; a desk review of evaluations and other relevant documentation; a literature review; and a mapping exercise of the existing governance portfolio.

Outcome 1: Public goods and services, at all levels are delivered in an effective, transparent and responsive manner, including in volatile and uncertain circumstances

Output 1.1	**Support the delivery of public goods and services in an inclusive manner**
Output 1.2	**Enhance capacities to harness the power, and mitigate the risks, of digitalization in delivery of public goods & services**

Outcome 2: People are empowered as positive agents of change in an inclusive public sphere

Output 2.1	**Support an open public sphere and informed civic engagement**
Output 2.2	**Promote inclusion in public decision-making**
Output 2.3	**Enhance the capacity of governance systems to be more inclusive, democratic and accountable**

Outcome 3: Gender equality underpins all governance systems

Output 3.1	**Gender equality integrated in UNDP's governance support**
Output 3.2	**Support shifts in gender norms in governance**
Output 3.3	**Strengthen gender disaggregated and gender sensitive data for intersectional and inter-generational programming**

A fourth outcome of the Programme reflects what is needed from UNDP to deliver the three development outcomes.

Outcome 4: UNDPs development results strengthened by the integration of governance.

Output 4.1	**Enhance UNDP's thought and practice leadership in governance**
Output 4.2	**Support shifts in gender norms in governance**
Output 4.3	**Establish a systems-level approach to governance support**

Simplified programme logic

If Programme activities Support

- The delivery of public services in an inclusive, accountable and transparent manner
- Capacities to harness the power and digitalization in delivery of public goods & services
- An open public sphere and informed civic engagement
- Inclusion in public decision-making
- Democratic Institutions and processes
- Shifts in gender norms
- Gender disaggregated and gender sensitive data for intersectional and inter-generational programming is strengthened
- Integrates governance into all of its development work
- Works in adaptive and agile ways
- Is a thought and practice leader with regard to governance systems
- Has effective MEL, knowledge management and co-creation systems to learn, adopt from its governance work and to share results within the organization and externally
- Facilitate and convenes networks at national, regional and global levels to broker knowledge and to leverage partnerships on governance
- Integrates gender equality in all its work
- Supports CSOs to have access to timely and high-quality programme and policy support and practical solutions to governance challenges
- Has sufficient resources

AND UNDP …

ACCELARATORS OF CHANGE TO SHIFT POWER DYNAMICS

- Gender Equality
- Localisation
- Digitalization
- Data Capability
- Innovation & Analytics

THEN

Accountable, inclusive and effective governance are strengthened to ensure that:

- Public goods and services at all levels are delivered in an effective, resilient and respective manner, including in volatile and uncertain circumstances
- People are empowered as positive agents of change in an inclusive public sphere
- Gender equality in governance is enhanced

For the fulfillment of human rights and the Agenda achievement of Agenda 2030.

Delivery of the Governance Programme

Principles of Delivery

Programming under the G4PP Programme will prioritise the following principles and approaches:

People-centred: The programme will focus on the challenges that are preventing individuals and groups from exercising their agency and being able to fully and actively participate in their own governance. The Global Programme will do this through routine and effective political and context analysis for all interventions that will ensure people are at the centre of all aspects of the programme's work.

The Global Programme also seeks to integrate the principle of intergenerational equity in its delivery to refocus on youth and the various constituencies currently alive, including older persons, as well as generations yet to come, and will seek to do this in a way that balances the rights and aspirations of current and future generations, including young people. The Global Programme will have a concern for future generations in the delivery of its activities with attention given to the disaggregated measures needed to be used across time to better cater to the needs of groups in the present and groups in the future. There are a range of areas relevant to the Global Programme in which intergenerational equity is a key governance concern including reducing inequalities, combating climate change, safeguarding biodiversity and protecting a healthy planet.

Human Rights Based: The programme's work will be underpinned by a commitment to ensuring that dignity and respect are afforded to all people through the enjoyment of their human rights and protected by the rule of law. It will respect and promote human rights and uphold the mandatory application of a human-rights based approach across UNDP programming.

Systems approach: The Global Programme's focus is on integrated and systems driven approaches to address complex governance challenges. This means looking across levels (individual/household, community, national, regional, global), across sectors and across governance technical areas, for transformative change, understanding interdependencies and leveraging linkages across interventions to achieve broader governance and development goals.

Politically-Informed: A systems approach requires a comprehensive understanding of the formal and informal structures in which public decisions impacting governance are made. This will require robust political analysis throughout the programme cycle to ensure all activities are well-informed as to the social, political, cultural and conflict dynamics in which the programme will be implemented.

Context Specific Programming: UN member states are all unique in their political, governance and social contexts. The Global Programme will work regional bureaux, including regional hubs and COs, to support programming based on detailed context and systems analyses, including the application of conflict-sensitive approaches in all contexts, in order to support COs to deliver tailored to the needs of each jurisdiction. The Global Programme will also be implemented in accordance with the core development principles of conflict prevention and do no harm.

Adaptability and Innovation: The UNDP Strategic Plan (2022-25) speaks of "agile adaptability" and in recent years adaptive programming has become a growing trend among development partners. It is understood here as meaning that a given project or programme is able to make adjustments to its activities, and even its outputs, based on the evidence and analysis gathered through a robust system of MEL. The UNDP Strategic Plan also encourages the organisation to gradually shift from implementing projects towards supporting portfolios that consist of different interventions that can easily be adjusted to respond to rapid changes that affect people. It acknowledges that interventions may fail and that this is acceptable, as long as lessons are learned from the process and adjustments made to future work to reflect those lessons. The G4PP will have the MEL structures in place to allow for co-creation work and routine gathering of results from all activities that will be analysed and reflected in quarterly and annual work planning.

Scale and impact through priority projects: While pursuing its innovative character, the Global Programme will also focus on priority initiatives that it will build to scale through a portfolio approach. Further, the programme will invest in improved results-based monitoring, extending its capacity to understand, monitor, evaluate and narrate its impact, including through harnessing data-driven analytics, continually learning and supporting programme partners and stakeholders to do the same.

Enhancing results:

A focus on the following aspects will enhance the country-level impact of all UNDP's governance programming:

Knowledge Generation and Management: The G4PP Programme will be implemented in accordance with UNDP's Knowledge Management (KM) Strategy, supporting its three objectives in the governance domain: establish dynamic knowledge networks that drive a culture of learning; amplified development impact through real-time application of knowledge; and world class thought leadership on emerging development issues. It will fully leverage the Communities of Practice in the expanded role currently envisaged and engage UNDP's Accelerator Labs to support the scaling up of solutions.

The G4PP will enhance thought and practice leadership by carving out space for identification, research, testing and evaluation of new ideas and approaches to governance. In other words, the Global Programme will incubate new approaches and provide the resources to ensure they are evidence-based and have been tested in the field. It will work closely with the Oslo Governance Centre in the knowledge domain, including in relation to research.

The Global Programme will also produce bespoke knowledge products that will promote new ways of approaching governance challenges. These knowledge products will include flagship documents, such as the Gender and Governance Mainstreaming Toolkit. Where UNDP may not have the knowledge that is best suited to the needs of national partners, the Global Programme will broker such knowledge from other sources, including other development partners along with academics and think tanks.

Co-creation and Innovation*:* A key added value that can be offered by the G4PP Programme is to support Country Offices and their national counterparts to 'think out of the box' to co-create, try and share different approaches to respond to their governance challenges. Working with regional bureaux, including regional hubs, such pilots will require the Global Programme to support a culture of innovation, the use of digital and social innovation tools but also the provision of seed funding to COs through competitive expressions of interest (EOI), [25]. This support could be provided through an innovation facility, drawing on learning and experience from the Accelerator Labs and the UNDP Anti-Corruption Innovation Facility.[26]

Technical Advice (Policy and Programme Support)**:** The Global Programme's role in the global architecture of UNDP is to ensure staff have access to high-quality, timely and coherent governance advice. The programme will maintain a limited capacity to directly provide technical assistance but will primarily work to ensure a consistency and capacity along all governance portfolios, both at the regional and country levels, to provide expert advice to UNDP staff who are at the frontlines of development work. It will also support systems analysis to inform programming.

Monitoring, Evaluation & Learning (MEL)**:** Given UNDP's commitment to agile and adaptive programming under the current Strategic Plan, MEL takes on a heightened role. The Global Programme will develop and apply the tools, knowledge and capacities needed for a systematic approach to evidence-based learning and knowledge creation and exchange. It will leverage existing and new mechanisms, such as UNDPs Communities of Practice, to ensure learning and knowledge is captured, regularly shared and purposefully informs programming, broader institutional learning, and global policy discussions and developments.

Supporting Coherence: The G4PP Programme will maximise the capacity already within UNDP to support national partners in the quest for accountable, inclusive and effective governance. The vision and implementation of the Global Programme will provide a coherent framing as well as supportive resources to country, regional and global governance activities, supporting synergy and providing a 'docking station' across the organisation on issues of governance.

[25] All projects funded from the Global Program must also promote gender equality in a significant way (Gender Marker 2 or 3) and assign a minimum of 15% of their funding to activities related to gender equality and women's empowerment.

[26] With support from Norad and Sida, UNDP's Anti-Corruption for Peaceful and Inclusive Societies (ACPIS) global project currently serves as the UNDP Anti-Corruption Innovation Facility

UNDP's Global Policy Center on Governance

The UNDP Oslo Governance Center is UNDP's global policy center on governance, originally established in 2002. Since then, the Center has established a reputation as a collaborative platform for the development of a new governance programme document. The OGC will have a leadership role in supporting the following areas which will contribute to the G4PP Programme outcomes:

- Knowledge management/brokering
- Innovation and incubation
- Data and analytics
- Research and thought leadership.

III. RESULTS AND PARTNERSHIPS

Expected Results

The G4PP Programme is organised around 3 inter-related development outcomes together with a 4th outcome which reflects the organisational changes needed. Each outcome is interconnected - results cannot be achieved in one outcome without results being achieved in the others. This will require the programme team implementing the Global Programme to manage, monitor, implement and adapt the programming to ensure each outcome is well-integrated and working synergistically to achieve results.

Outcome 1: Public goods and services, at all levels are delivered in an inclusive, effective and responsive manner, including in volatile and uncertain circumstances

Our Common Agenda notes the need for "updated governance arrangements to deliver better public goods" and this outcome will support public and private actors at national and subnational level deliver public services and manage public goods in an inclusive, sustainable, transparent and effective manner.

Considering the challenges governments face to anticipate and address the growing demand for public services (such as education, social protection, tele-medicine or open-data) and public goods (such as nature, the internet and DPGs), the Global Programme will support countries' transitions from delivering services based on sectors towards a more agile and integrated service delivery system. Under this outcome, the Global Programme will work with public and private actors to deliver public goods in an inclusive, sustainable and transparent manner and in compliance with human rights standards. It will promote systems and risk informed approaches and anticipatory tools for governments at all levels to anticipate, plan, finance and deliver in a more effective, inclusive and agile manner. The Global Programme will also consider the enabling economic and financing environment needed for the provision of public goods, including issues of domestic resource mobilisation, working closely with other units in UNDP.

The G4PP Programme will promote the adoption of multi-level governance (MLG) principles, with a focus on localisation as one of the most effective means of supporting the delivery of public goods and services, particularly for the most vulnerable populations. The Global Programme will strengthen local governance eco-systems by helping countries enhance their political, administrative and fiscal frameworks to foster capacities for rural and urban authorities to account for their constituencies and deliver services under all circumstances. In partnership with the Crisis Bureau and other teams, the Global Programme will contribute to UNDP's work on prevention, peacebuilding, disaster risk reduction and recovery through mainstreaming prevention and risk informed approaches in its governance work at national and subnational level. Collaborative platforms (powered by social innovation and digital tools) will be developed to enhance social cohesion and test new forms of collaborations and investments between people, governments and the private sector.

Multi-level governance also recognises that the lines between local, sub-national, national and supra-national have become fluid and offer an opportunity to strengthen policy coherence and maximize the use of public and private investments. Through the Global Programme, UNDP will play a key role in brokering and facilitating cooperation between different tiers of government.

Outcome 1 will have a particular focus on enhancing the accountability, transparency and anti-corruption measures that are critical for the efficient delivery of public goods. Related interventions, including social accountability and business integrity, will be supported alongside direct technical and policy interventions in support of transparency and anti-corruption at all levels.

Research, data analytics and supporting countries to report on SDG 16, as led by the Oslo Governance Centre, will be important for delivery of this outcome, in partnership with national statistics offices and other public and private data providers (private firms, social media and community-based monitoring, etc.).

Output 1.1: Support the delivery of public services in an inclusive, accountable and transparent manner

Under this output, the Global Programme will focus on the aspiration to Leave No One Behind (LNOB) by ensuring a focus on the process and principles by which public goods and services are designed and delivered at the national, sub-national and local levels, across sectors and themes. For the Global Programme, LNOB also implies addressing demographic, societal changes, inter-generational equity, and the inclusion of LGBTI+ people, persons with disabilities, indigenous people and other excluded groups. The goal is to further support public institutions and non-state actors plan and deliver public services in an inclusive and transparent manner while also identifying, testing and promoting solutions such as risk informed development approaches, digital and social innovation tools that will help governments anticipate peoples' needs and build new forms of collaboration and investment between governments and the people they serve.

To enhance the many types of service delivery supported by different teams and units across UNDP, the Global Programme will focus on the governance arrangements and principles required for inclusive and transparent delivery.

In addition, a specific effort and focus will be placed on providing space for testing new and innovative approaches and promoting gender equality and women's participation in the delivery of public goods and services and the achievement of the SDGs.

Key Activities [27]:

- Strengthen capacities and leadership and improve the enabling environment for inclusive, sustainable and transparent production and provision of public services and goods at all levels
- Support countries to enhance their political, administrative and fiscal frameworks for decentralised service delivery and local governance, where effective and efficient.
- Support locally-driven identification of needs and co-create, test and scale new approaches and collaborative platforms (using systems thinking, social innovation and digital tools) to improve the delivery of public goods and services, respond to local shocks and development challenges
- Support anti-corruption measures across public and private domains
- Contribute to advance gender-responsive public policies and services through the Gender Equality in Public Administration Global Programme (GEPA), the Global Observatory of Gender-Responsive Public Policies, and the Gender Seal for Public Institutions and Gender Equality Seal certifications

These activities will also be informed and enhanced by the Oslo Governance Centre's support to research and data analytics on SDG 16 related to the delivery of public services, leveraging UNDP's custodianship of key SDG16 indicators. The implementation will also be enhanced by the work on anti-corruption currently conducated under the global anti-corruption programme (ACPIS), and its Anti-Corruption Innovation Facility, that focuses on six service lines to promote an integrated approach on anti-corruption: 1) anti-corruption for effective service delivery; 2) integrity for climate, biodiversity and environment; 3) anti-corruption for conflict prevention and peacebuilding; 4) transparency and integrity in cities and local authorities; 5) anti-corruption for economic governance and development financing; and 6) empowering agents of change for anti-corruption.

[27] The activities noted here and with the other outputs are indicative and are focused on the overarching level of the programme's work.

Output 1.2: ***Enhance capacities to harness the power, and mitigate the risks, of digitalization in delivery of public goods and services***

In a digital age, traditional service delivery mechanisms are no longer sufficient and adapting public sectors to 21st century digital ecosystems is a priority for most governments. The response to COVID-19 has highlighted the potential to deliver faster and reach more people than ever before, but has at the same time revealed the potential for digital to enhance existing inequalities.

In this context, UNDP has an important role to play to help countries ensure that public services and the delivery of public goods, including new Digital Public Goods (DPG) are enabled by legal and policy frameworks and governance systems that reflect key development principles, such as effectiveness, inclusion, participation and accountability. The output will focus on developing and promoting legal and policy frameworks that will create an enabling environment for the establishment of digital public services and goods that maintain these principles and advance the SDGs. This includes the promotion of legal identity - via universal civil registration and registration in national population registers/national digital legal ID schemes, where existing - as foundational to enabling the delivery of and access to public goods and services.

Digitalisation has created not only opportunities but also challenges in the delivery of public goods and services in ways that uphold core development principles and support the SDGs. The benefits of digitalisation have not always been sufficiently balanced with the negative impact of this transformation, with a growing digital divide, including its gendered dimensions, threatening to exacerbate existing inequalities. Data protection and privacy frameworks, both legal and institutional, are the 'backbone' of digital transformation architecture, and are central to the embrace of digital transformation by otherwise concerned populations. They are vital to strengthen confidence in the security of personal information and the protection of human rights when the government and others collect extensive data of its population. Digitalisation also has a significant impact on economic activities—for example, the security of digital ID wallets that will be at the centre of the citizen-state interaction, particularly with the coming decentralised finance/central bank digital currency systems.

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Working in alignment with the digital strategy and in partnership with the Chief Digital Office and others, this output will focus on the governance of digitalisation - the development of regulatory frameworks, standard practices and policies that will provide “guardrails” around the use of digital tools, particularly for the delivery of public goods, so that they protect core principles including effectiveness, inclusion, participation and accountability. This will include work around policy and regulatory approaches that advance these core development principles in the digitalisation of existing public goods– including broader areas of digital transformation such as the maintenance of the public sphere. The output will also focus on digitalisation for governance in which digital tools and strategies will enhance people's participation in, access to and quality of services. This will include work on areas such as anti-corruption, which is a key frontier challenge for the digital transformation of services and public goods. Under this output, the G4PP Programme will help identify, test and scale DPGs to address key governance challenges.

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Key Activities:

- Support the development of legal and policy standards for the governance and use of digitalisation by governments and the private sector
- Provide technical assistance to national partners and support digital transformation in an inclusionary manner, supporting authorities to address the digital divide in its various manifestations and improve the delivery of public services
- Identify and test new e-governance tools particularly promoting tools and approaches that maximise the benefits of digitalization, while upholding inclusion and protecting rights, particularly around privacy.

- Identify and test new DPGs and systems that promote the inclusive digitalisation of public goods and services
- Support legal identity as foundational for access to public goods and services, in line with the UN Legal Identity Agenda
- Support the use of new technologies in the fight against corruption
- Facilitate global discourse on the governance of technology and promote agreement on regulations and standards for technology in line with core human rights and democracy principles

Outcome 2: People are empowered as positive agents of change in an inclusive public sphere

Evidence consistently shows the importance of the agency of people in claiming their rights, contesting power, shaping public policy, demanding accountability of the powerful, and driving societal change. Never before have so many young people, and others, been involved in movements for change worldwide. They are taking to the streets and using online social networks and communities to connect, express their voices and campaign for change. They are protesting against authoritarian regimes, the destruction of the environment, corruption and inequalities. They are fighting for sustainable development and a better future for current and new generations. This outcome area supports governance systems which facilitate this agency and seeks to address factors which constrain it, both those which are directly imposed (for example, closing of civic space) and those resulting from broader trends in society (for example, misinformation). It will drive forward UNDP commitments made under the UN Call to Action for Human Rights and reinforce UNDP's role in supporting member states to meet their human rights obligations.[28]

This outcome area will bring together our work on supporting democratic processes, including electoral cycle support and parliamentary development. It will also seek to address the fact that in many contexts, the formal mechanisms and institutions of democratic governance (including elections, political parties, parliaments) are not functioning optimally to support accountability, inclusion and effectiveness, and seek to enhance those aspects required for vibrant democratic governance. Outputs under this outcome will contribute to advancing initiatives focused on youth empowerment and engagement in peace and development processes, mobilising movements and networks, and driving effective grassroots actions for peace, justice and inclusion in their communities, as part of the Youth, Peace and Security agenda.

[28] Secretary-General's Call to Action for Human Rights (un.org)

Output 2.1: ***Support an open public sphere and informed civic engagement***

Open, free, and safe civic space is the cornerstone of a vibrant society, in which everyone can actively take part. Inclusive and meaningful participation in decision-making means inviting everyone to the table, especially those most marginalised, and ensuring they are heard and feel safe to speak openly (both in the digital realm and the non-digital). It also requires an independent media landscape that allows for diverse views, peaceful disagreement and dissent. Promoting civic engagement is integral to the work of UNDP across all signature solutions. This includes improving the enabling environment for civil society; strengthening civil society itself; ensuring that there are spaces for non-state actors to influence decision making processes and an environment of transparency with healthy information ecosystems, and access to information.

Key Activities:

- Supporting legislative or regulatory measures that advance fundamental freedoms related to civic space and civic engagement, especially freedom of expression (ICCPR Art. 19); freedom of peaceful assembly (ICCPR Art. 21); freedom of association (ICCPR Art. 22)
- Promoting and protecting physical and online spaces for civic engagement and multi-stakeholder dialogue
- Promoting measures and initiatives that address gendered disinformation
- Strengthening integrity in information ecosystems and addressing information pollution (misinformation and disinformation) including initiatives focused on strengthening independent media
- Promoting and facilitating the role of civil society actors in safeguarding civic freedoms within digital environments through policy and advocacy

Output 2.2: Promote inclusion in public decision-making

This output emphasises an empowerment approach to inclusion in public decision making (both formal and informal), including interventions that promote gender equal political participation and women's political empowerment. It will also support the capacity development of young people, youth-led organisations, and their opportunities to engage in dialogue and to influence public decision making. Specific and targeted activities will also be designed to ensure other groups that are often marginalised - people from Lesbian, Gay, Bi-sexual, and Transgender (LGBTI) communities, ethnic and religious minorities, persons with disabilities with (PwDs) and indigenous peoples – are included in decision-making.

Key Activities:

- Removing barriers preventing the active and meaningful participation of specific population groups in governance, with an emphasis on women, and women organisations, movements and networks; young people, and youth organisations, movements and networks; and other historically marginalised population groups like persons with disabilities, displaced people and refugees and their organisations. Barriers may include capacities (technical, financial, economic) as well as social norms
- Supporting meaningful youth participation in decision-making and civic and political engagement, including in climate action and peacebuilding
- Building capacity and systems to collect and analyse intersectional and disaggregated data for LNOB policy development and programming , reporting and monitoring
- Supporting and mobilizing global, regional and national partners and platforms to advance women's participation and prevent violence against women in political life
- Transforming gender norms (including "engaging men" in a whole of society approach) to promote gender equality and women's participation in governance

Output 2.3: Support governance systems to be more democratic, inclusive and accountable

This output emphasises an empowerment approach to inclusion in public decision making (both formal and informal), including interventions that promote gender equal political participation and women's political empowerment. It will also support the capacity development of young people, youth-led organisations, and their opportunities to engage in dialogue and to influence public decision making. Specific and targeted activities will also be designed to ensure other groups that are often marginalised - people from Lesbian, Gay, Bi-sexual, and Transgender (LGBTI) communities, ethnic and religious minorities, persons with disabilities with (PwDs) and indigenous peoples – are included in decision-making.

There is a need to reinvigorate democratic institutions and processes to address the disjuncture between popular demand and actual performance. As both the largest provider of UN electoral assistance, and the largest global implementer of parliamentary development programming, UNDP is well placed to reduce this gap. In many contexts, the mechanisms and institutions of democratic governance (including elections, political parties, parliaments) are not meeting people's expectations and there is an increasing disconnect between democratic systems as they actually function and people's demand to engage politically, participate democratically and see change in their societies. Additionally, climate change and demographic shifts, as well as other global concerns, are providing significant challenges to existing democratic models, and the short-term political imperatives privileged by national political systems are failing to provide global public goods in the long-term or protect the rights of future generations.

This output will therefore leverage UNDP's unique position as a trusted partner of democratic governance institutions, including parliaments and electoral management bodies around the world. It will strengthen their capacities to fulfil their institutional responsibilities, but also to support them to work more effectively as part of a system of partners, that includes national ministries, local governments, independent oversight bodies and civil society. This will help ensure that elections, national planning, budgeting and law-making efforts are more inclusive, gender-responsive, and risk-informed. In addition, the Global Programme will also explore new models of representative and deliberative governance to ensure people's voices are heard, as well as support the societal dialogues necessary to envision and implement new models of democratic practice in the digital era.

Digitalization is profoundly changing the ways political processes are functioning, across all societies in many ways. UNDP has facilitated digital innovations to support democratic governance institutions to operate virtually during the COVID 19 pandemic. These reforms will endure well beyond the pandemic, delivering better and more responsive governance on an ongoing basis and the Global Programme will seek to scale successful initiatives in this area.

Key Activities:

- Supporting capacity development, knowledge generation, and technical assistance to strengthen integrity, gender equality, youth participation, and the overall inclusiveness (LNOB, PwDs, LGBTI) and effectiveness of electoral systems and processes
- Strengthening systemic engagement between parliaments, government bodies, civil society, new and old media, and independent oversight institutions, forging new and broader partnerships for improved accountability for sustainable human development and to advance the 2030 Agenda
- Supporting national legislatures, political parties and civil society to more proactively drive innovative and effective implementation of Agenda 2030 broadly and gender equality commitments specifically (including through SDG-5, CEDAW, the Beijing Platform and the Women, Peace and Security agenda)
- Provide earmarked and unearmarked contributions for electoral assistance support through a mechanism that allows donor contributions to be channelled to specific COs/projects, including in very short timeframes
- Facilitating research, dialogue and innovations in programming on priority "future of democracy" issues including next generation democratic institutions that are more representative and responsive; democratic institutions and their responsibilities/duties to future generations, and the risks and opportunities of technology and digitalization, among others
- Supporting efforts to promote and advance political integrity and build transformational public leadership in the digital age

Outcome 3: **Gender equality underpins all governance systems**

This outcome, as with the other outcomes of the global programme, takes a human rights-based approach, based on gender equality and human rights as mutually-reinforcing international principles that are integral not only to governance work but for all areas of development. UNDP is uniquely positioned to mutually-reinforce these principles with its role as the SDG integrator (bringing together SDGs 16 & 5) and also UNDP's long standing governance work, in which women's empowerment/gender equality has been an important part of our overall support.

The G4PP Programme operates in a challenging environment where barriers to women's participation in governance, including patriarchal gender norms, continue to exist. Addressing backlash against gender equality in governance is a key concern and priority. In contexts of closing democratic space and backlash against gender equality, UNDP is well positioned with its knowledge of the political context and the breadth of its programming to respond smartly to ensure that programming and policy advice builds on astute political analysis. The identification and analysis of risks is particularly important in order to anticipate and plan for the types of potential backlash and resistance that is being experienced in many country contexts. UNDP's convening role is critical in brokering broader alliances of women champions and male allies (including the media, private sector, academia, local government and marginalized groups) who have limited to no influence when disconnected; and provide a safe 'international civic space' for feminist dialogue, partnerships and advocacy across borders. UNDP's information integrity programming, provides an important entry point to address gendered disinformation that amplifies misogyny, discrimination and violence and often fuels backlash against gender equality.

Output 3.1: Integrate gender equality in UNDP's governance support

The specific aim of this output is to ensure that gender equality is effectively mainstreamed into integrated governance portfolios and programs and all activities supported under the outcomes and outputs of this global programme. This output will ensure that there is proper gender analysis (as part of the broader systems analysis that is integral to this global programme) when designing interventions – ensuring that programming considers and accounts for patriarchal norms that might affect the ability to achieve desired outcomes. The Global Programme will also ensure UNDP's work does not reinforce unequal power dynamics in governance interventions. The main activities of this output will include the development and use of a gender and governance mainstreaming toolkit for UNDP programming support focused on the design and implementation of governance portfolios. The toolkit will complement other gender mainstreaming tools and will provide guidance specific to governance portfolios with an eye to their specific sensitivities and complexities. This output will also support improved performance and accountability for mainstreaming gender equality in all outputs of the governance global programme.

Key Activities:

- Establish a service line of support (advisory and technical support) for Country Offices to improve gender mainstreaming and the use of gender analysis in governance programming
- Develop systems and policies to ensure gender equality is mainstreamed and accounted for in all of the global programme's activities Promote and support efforts to share information, lessons and best practices in gender programming across UNDP

Output 3.2 Support shifts in gender norms in governance

Several recent evaluations, including the 2020 evaluation of UNDP's support to conflict affected countries, have stressed the need for UNDP to move beyond a focus on women's participation to focus more on systematically addressing the roots of gender inequality and discrimination including entrenched discriminatory norms. According to the March 2020 findings of UNDP's Gender Social Norms Index (GSNI), about half of the world's men and women feel that men make better political leaders and that men should have more rights than women. While in some countries there have been improvements, in others, attitudes appear to have worsened in recent years. Addressing the root causes of gender inequality is not only within UNDP's mandate but it is central to our development model in terms of being able to address socio-economic drivers of inequality in every area of our programming, including governance. This output will support the development and implementation of programming focused on the transformation of gender norms in governance and will focus in particular on engaging male political and societal leaders (MPs, senior government officials, politicians, religious leaders) as transformative agents of change for gender equality. This will complement activities focused on developing the capacities of women's rights organisations/movements and organisations focused on gender equality.

Key Activities:

- Taking forward a global programmatic offer (global strategy and related guidance/technical support) supporting targeted interventions towards barriers (legal, social, institutional) to affect change in attitudes, norms, and behaviours. This includes mobilizing global, regional and national partners and platforms from governments, EMBs, legislatures, civil society, media, academia, and the private sector to engage in peer-to-peer advocacy for policy level change, awareness campaigns to highlight norms around inclusive participation, supporting the establishment of global, regional and national norms and standards, and obtaining commitments and follow-through at the national level. It also includes a focus on engaging male leaders as transformative agents for gender equality in governance
- Supporting women's organisations/movements to build their capacity to transform gender norms

- Brokering broad alliances of women champions and male allies (including the media, private sector, academia, local government and marginalized groups) who have limited to no influence when disconnected; and provide a safe 'international civic space' for feminist dialogue, partnerships and advocacy across borders.

Output 3.3: Strengthen gender disaggregated and gender sensitive data for intersectional and inter-generational programming

Data and analytics are the first step to closing gender gaps, including in governance, but there is still too little data available. The G4PP Programme will provide technical and financial support to improving the availability and use of governance related gender disaggregated data in all governance interventions. This output has three main areas of focus: (i) improving the availability of actionable and multidimensional data for better policy solutions; programmatic interventions and learning; (ii) strengthening the qualitative and quantitative data which will enhance intersectional understanding (gender intersecting with age, class, race, ethnicity, migration status, disabilities, identity, etc.) in UNDP's governance programming; and (iii) support to understanding the implications of non-binary gender dimensions in governance interventions including issues related to gender fluidity and consideration of issues unique to sexual and gender minorities such as intersex or transgender people

Key Activities:

- Providing guidance on multidimensional, intersectional, intergenerational data for governance programming and policy
- Building knowledge on the implications of non-binary and transgender considerations in governance programming

Outcome 4: Integrating governance in all of UNDP's work

Governance challenges permeate broader development challenges and all the sectors in which UNDP works including energy, health, environment. The objective of this outcome is to support the organisational changes needed to strengthen and bring coherence to the governance aspects of UNDP's work across the organisation's delivery, including through knowledge management and innovation. It will help position UNDP as a thought and practice leader in the field of governance.

Advancing environmental governance: breaking silos and boosting synergies

This is a time of unprecedented multiple global crises including the nature, climate and energy crisis. Strengthening governance systems and systematically integrating governance principles of participation, accountability and responsiveness in environmental policies and programming it is critical for the structural transformations that UNDP's Strategic Plan seeks to support. Two important areas of focus for this governance programme are to support the governance aspects in accelerating the energy transition; and the governance issues related to scaling climate adaptation e.g., political coalitions, government arrangements, and forms of civil society engagement that can promote greater ambition in meeting SDG 13 on climate action. Examples of entry points include strengthening access to reliable information and freedom of expression to help people find out about and raise awareness of environmental damage; stakeholder engagement processes that enable the involvement of people in planning and decision-making around topics such as urban planning, consumption and production, water and energy and public services; integration anti-corruption, transparency, accountability and integrity in climate change financing and in biodiversity protection work; and the role of the parliament in providing oversight of climate and development finance. The interlinkages between SDG 16 on peace, justice, and strong institutions and SDG 13 on climate change is at the fore in many UNDP partner countries. This linkage is especially important for youth and their engagement in dialogues and action linking in the peace and security agenda, to cimate security. Many young peacebuilders are also those supporting climate movements in communities across the world.

Output 4.1: Enhance knowledge management and thought and practice leadership Your paragraph text

Key to enhancing UNDP’s governance delivery is the establishment of a robust system of knowledge management (KM), in alignment with the forthcoming Knowledge Strategy, drawing also on data analytics to support the delivery and impact of our programming. The end goal is to enable UNDP’s governance support, to have the capacity to learn from its successes and failures to adapt programming in real-time and to ensure lessons are shared widely within the organisation to support effective programming.

A key component of this output is strengthening UNDP's thought leadership in governance, drawing on capacities and knowledge across the organisation. The activities under this output will be closely aligned with the activities to be carried out through the Oslo Governance Centre Global Project, to ensure coherence and overall impact. It will also include systematising the mechanisms by which innovation enhances our country programming, including through seed funding new approaches where possible, and ensuring results and lessons are effectively disseminated.

In addition, the G4PP Programme will establish an outward-facing system of sharing knowledge and exchange with development partners and practitioners. This may include annual conferences and online platforms and will contribute to enhancing UNDP's ability to play a leadership role in influencing the discourse on governance.

Key Activities

- Maintaining a robust knowledge management system that promotes a systematic and coherent approach to managing governance related knowledge that is aligned with UNDP's knowledge management strategy, architecture and systems
- Supporting innovations, including through partnerships, related to governance data and analytics - for example, modelling and futures focused data initiatives; data visualisation initiatives and building linkages across in-country data ecosystems for evidence based policy making and programming
- Strengthening research-based partnerships on new/frontier issues on specific themes combined with stronger linkages and use of evaluations to enhance governance programming
- Test and try new governance approaches through pilot projects co-produced with COs and regional hubs and supported with seed funding
- Convening knowledge sharing events and conferences to promote UNDP's thought and practice leadership with development partners

Output 4.2: ***Integrate governance principles for delivery of all Signature Solutions***

In addition, the G4PP Programme will establish an outward-facing system of sharing knowledge and exchange with development partners and practitioners. This may include annual conferences and online platforms and will contribute to enhancing UNDP's ability to play a leadership role in influencing the discourse on governance.

Although governance systems ultimately underpin delivery across all areas of UNDP's work, the necessary organisational mechanisms and capacities are not always in place to operationalize this in a systematic and consistent manner across the signature solutions. There will be different ways to approach this, and the Global Programme will draw from UNDP's experience with both gender mainstreaming and human rights mainstreaming (including through the UNDP Social and Environmental Standards, SES) as well as lessons from governance mainstreaming initiatives in other development organisation.[29]

[29] At different times this has included USAID, DFAT, and Norad

The Global Programme will support a program of activities around applying the 11 inter-governmentally agreed principles of effective governance, across all development areas.
The eleven principles of effective governance are:

Effectiveness	1. **Competence** 2. **Sound policy making** 3. **Collaboration**
Accountability	4. **Integrity** 5. **Transparency** 6. **Independent oversight**
Inclusion	7**. Leaving no one behind** 8. **Non-discrimination** 9. **Participation** 10. **Subsidiarity (localised)** 11.**Intergenerational equity**

While UNDP has an established history as a values-driven organisation, these principles are not always clearly articulated or reflected across thematic areas. The principles will therefore provide the basis for monitoring and measuring UNDP's governance focused interventions, enabling UNDP to aggregate its contribution to governance outcomes across thematic areas.

Key Activities:

- Facilitating the integration of governance principles into all of UNDPs development work through the elaboration of a mainstreaming framework and guidance for mainstreaming;
- Supporting mainstreaming of the governance principles in selected priority areas e.g. UNDP's energy offer; health systems work; environmental governance.

Output 4.3: ***Strengthen UNDP's capacity to deliver a systems-level approach to governance support***

Understanding governance as a system has been inherent in governance thinking for decades but translating this into programming is as complex in relation to governance as to other areas, and so understanding has not always translated into action. Systems thinking offers a way of navigating important power dynamics and politics and is an extension of other forms of analysis including political economy, conflict analysis and gender analysis. The objective is to understand the incentives, interests and motivations of different actors, how they engage with each other and the complex web of interactions that shape outcomes so that common interests can be leveraged and whole-of-government and whole-of-society efforts mobilised to achieve systemic transformative change. This offers the potential to support a more sophisticated and nuanced form of programme delivery.

To move towards a governance systems approach, the G4PP Programme will ensure that governance programming:

- more consistently identifies the levers for change within governance systems, including analysis of incentives through programmatic tools and methodologies, including political economy analysis, data analysis, theories of change, and sensemaking. This will help focus on overall impact rather than seeing narrow interventions as an end in themselves (for example, rather than seeing electoral cycle support as an end goal, more consistently integrate it into broader efforts to strengthen inclusive political processes for progressive societal change).
- employs adaptive management approaches within portfolios, to respond more flexibly to unpredictable and changing contexts, including through strengthening integrated area-based approaches.

This move requires changes to our organisational culture and upskilling in our human resources, both to bring in new sets of skills, drawing on innovative approaches such as 'deep listening' and 'sensemaking' to support systems thinking, but also provide new orientation. The G4PP Programme will build capacities to apply systems approaches across critical areas including improved understanding of governance drivers and barriers.

Key Activities:

- Facilitate shifts from projects to portfolios
- Support the routine application of political economy and systems analyses in all governance work
- Integrate methodologies to support a systems approach to programming
- Produce knowledge products to promote and provide guidance on working with a systems approach in UNDPs governance support
- Provide training and learning opportunities for UNDP governance practitioners and partners

Resources Required to Achieve the Expected Results

Dedicated resources to deliver on this Global Programme will come from specific sources – a consolidation of current funding that is committed to thematic governance work at a global level within UNDP and new funding to address both new thematic priorities and currently unfunded areas.[30]

Given the large gap between secured resources and unfunded activities, this Programme will be implemented on an incremental basis, as resources become available. Additionally, this Programme is designed to work synergistically with other initiatives and global programmes and projects, and will hence leverage resources sitting elsewhere to deliver on its aims – these include, for example, the Oslo Governance Centre, the Finance Hub, the Innovation Facility, the Chief Digital Office and Bureau for Management Services.

Partnerships

The G4PP Programme is an opportunity for UNDP to enhance both its governance delivery and its role in promoting global governance standards, but this will require a more robust approach to partnerships. It requires a partnership strategy that reflects a more open and collaborative approach with potential partners, at global, regional and country levels.

Aside from teams across UNDP, partners at the global and regional levels will include:

- UN Secretariat & Agencies: Where the work of the UN Secretariat (e.g. – DPPA and elections) or another UN agency (e.g. – UN Women and women's empowerment) is closely linked to the work of the programme on governance, the programme will ensure a regular dialogue is maintained and opportunities for collaboration are regularly explored. Such efforts will reflect the Quadrennial Comprehensive Policy Review (QCPR) 2020 resolution passed by the UN General Assembly with regard to collaboration and mutual respect for all UN development actors' mandates.[31] There are also specific governance issues for which UNDP will continue to collaborate and partner with other UN agencies and the UN Secretariat, including related to legal identity, electoral assistance, anti-corruption, disability inclusion and youth empowerment. In particular, UNDP has been supporting inter-agency cooperation and advancing systemwide coherence in the digital governance and digital development sphere.

[30] In addition, resources may come in the form of "in-kind contributions" from UNDP bureaux and COs to support implementation of specificd activities.

[31] UNGA Resolution 75/233 - QCPR - December, 2020 - Article 9 https://documents-dds-ny.un.org/doc/UNDOC/GEN/N20/381/87/PDF/N2038187.pdf?OpenElement

It is permanent vice-chair of the UN Group on the Information Society (UNGIS) with ITU, UNESCO and UNCTAD (rotating chairmanship among the four), which was an internal coordination mechanism established by the CEB after the Summit on technologies in 2003 and 2005 (WSIS). UNGIS convenes the largest gathering of ICT stakeholders that cut across the constituencies of and beyond the 32 agencies in UNGIS. UNDP is viewed in UNGIS and the WSIS Forum as a trusted guide on sustainable development. The G4PP working closely with UNDP's CDO, builds on the UNDP role and collaborations in UNGIS and WSIS Forum to help shape global thinking on digital governance and, in the frame specifically of UNGIS, will be working more closely with the SG's Envoy on Technology on interagency priorities. UNDP, through the G4PP and together with UNDP's CDO, will continue to ensure that our engagement in the UNSG's Digital Cooperation initiative on digital public goods is anchored in principles of accountable and inclusive governance.

- **Other Multilateral Organisations:** Other multilaterals also work in the field of governance and the programme will establish a platform for regular dialogue on a bilateral and multilateral basis. Examples of such partners include the World Bank, OECD, regional associations (e.g. - SADC; ECOWAS; ASEAN, the EU) International IDEA, the Inter-Parliamentary Union and the Commonwealth Secretariat.
- **NGOs and international networks:** There are a large number of international NGOs that work in the field of governance and the programme will collaborate with these partners where the opportunity arises and where it is cost effective and their engagement will provide added value to the work of the programme. Such partners may include, for example, the National Democratic Institute for International Affairs, the International Federation of Electoral Systems, Transparency International, and networks of parliaments (e.g. – Commonwealth Parliamentary Association; SADC-PF) or parliamentarians (GOPAC; ASEAN MPs for Human Rights).
- **Civil Society:** Civil society actors will be closely engaged in programme activities in effort to leverage the knowledge and expertise of the local context, culture, and political economy. In particular, UNDP will seek to foster partnerships with dynamic civil society organizations and leaders that have demonstrated commitment to international human rights principles and are accountable to their constituents.
- **Member States:** The presence at the global level of a UNDP flagship programme on governance will allow for greater opportunities for sharing experiences and knowledge and finding opportunities to partner with member states.
- **Private Sector:** UNDP's recent work with the private sector on business integrity and corporate social responsibility has shown great promise. This work should be well-aligned with other efforts to build stronger partnerships with the private sector to mobilise their resources in support of Agenda 2030.

- **Youth:** A youth advisory group will be established to bring the perspectives of young people to the centre of the Programme and amplify youth voices on effective, accountable and inclusive governance. Promoting youth participation in governance issues is crucial, and a youth advisory group will contribute towards enhancing youth-inclusive policy and programme support, [32].

Delivery of country level activities through UNDP Country Offices will involve important partnerships with government and non-state actors, including national and sub-national governments and networks of regional and local governments and cities such as United Cities and Local Government (UCLG), independent accountability institutions: parliaments; civil society; the private sector and academia and think-tanks.

Stakeholder Engagement

This global programme has been formulated based on extensive consultations with key stakeholders. In 2020 and 2021, the BPPS Governance Team commissioned two reports on the state of governance globally and the work of UNDP in the field to inform the governance priorities of UNDP's current Strategic Plan and this Global Programme. These reports were based on external inputs from experts as well as consultations with UNDP staff at the global, regional and national levels. By engaging with a wide range of stakeholders, the Global Programme aims to be inclusive and gender transformative and seeks to address priorities of regional, national, local stakeholders.

Going forward, as the programme is implemented, it will ensure programme stakeholders are systematically engaged during annual work planning and other strategic activities.

[32] The broad Terms of Reference for the Youth Advisory Group are provided in Annex 4 to this document. The details of the composition of the Group will be determined after the Programme is approved, but such composition will seek representation reflecting the diversity of young people including geographical and gender balance and different governance areas of expertise, and it will draw on principles of meaningful youth engagement.

South-South and Triangular Cooperation (SSC/TrC)

In line with UNDP's corporate strategy on SSC/TrC recognizing the critical role of national capacities and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda, the Global Programme is deliberately designed to facilitate south-south exchanges, and in the context of the COVID-19 pandemic also south-north exchange, among countries and regions to share experiences, learn new practices and adapt and apply best practice solutions in relation to governance.

The G4PP Programme will identify and promote whenever possible technical specialists, experienced practitioners, trainers, researchers, analysts, advocates and other 'change agents' who are available for short-term south-south exchanges and convene south-south experts and expert organisations around key issues. Beyond SSC/TrC, the universality of 2030 Agenda and SDG 16 represents an excellent opportunity for north/south/east/west exchange of experiences, best practices and lessons learned. The programme will utilise opportunities for the sharing of knowledge and capacity development through regional and national project activities that will bring together counterparts from beneficiary countries globally.

Digital Solutions [33]

The Programmne will be implemented in accordance with UNDP's framework documents and their direction of travel related to digitalisation. This starts with the Strategic Plan (2022-25) which recognises digitalisation as one of the enablers for the delivery of programmatic results. The UNDP Digital Strategy (2022-25) [34] provides even further guidance on how the organisation will adapt to an increasingly digital world.

The G4PP Programme will ensure the objectives of these foundational documents are integrated into its work. The profound changes to governance systems caused by digitalisation are fundamental to the analysis underpinning this programme, and the G4PP Programme outcomes and outputs outlined in detail above all reflect this understanding.

[33] Please see the Guideline "Embedding Digital in Project Design".
[34] UNDP Digital Strategy (2022-25) - https://digitalstrategy.undp.org

Knowledge

The Global Programme is committed to positioning UNDP as a thought leader on governance and this has been identified as a specific intended result of the programme (see output 4.1). For example, at the onset of the pandemic, UNDP and partners rapidly developed important guidance documents for inclusive governance responses to address the impact of COVID-19, covering areas such as legal identity systems, and information pollution.

All outputs will feature an integral knowledge management component which will comprise selected cutting-edge knowledge products to consolidate UNDP's role as a global thought leader in governance and will complement the Oslo Governance Centre's support to global research agendas as well as region and country-specific analytical processes to produce innovative research data, findings and publications and supply new evidence. The Global Programme has a specific focus on generating knowledge in a number of key thematic areas including (but not limited to) digitalisation and governance; technology for democracy; trust and the social contract; systems approaches in governance programming; new digital public goods; new deliberative governance models; governance models that advance inter-generational equity; information integrity; and innovative approaches to more inclusive political participation, among others.

In order to ensure a learning approach to the work of the programme, project activities supported under this programme will be designed in a manner that intentionally learns from previous related work, to ensure that up-to-date knowledge informs all programmatic interventions.

Sustainability and Scaling Up

The Global Programme's strategy explicitly acknowledges that it is operating within a complex development setting that requires highly context-specific, integrated and adaptive approaches. The Global Programme prioritises being context and needs-driven to ensure that support is appropriately targeted. Activities funded from the Global Programme will be explicitly grounded in politically informed and conflict-sensitive context analysis and include articulation of the hypothesis for how, what and why the intervention is expected to catalyse change.

Global Programme sustainability is strengthened by leveraging implementation through a network of global, regional and country partnerships, promoting stakeholder owned approaches and solutions and investing in the provision and application of knowledge management and practice development capacities. Working through national partnerships also means that lessons-learned and developed capacities will remain with supported national stakeholders, better facilitating policy and practice uptake. By documenting and disseminating knowledge and best practice, this Global Programme will ensure sustainability by informing UNDP corporate strategies on governance assistance.