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Draft country programme document for Panama (2026-2030)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Panama is a high-income country¹ classified as a net contributing country,² with a population of 4.2 million in 2023,³ of which 32 per cent is under the age of 18.⁴ Between 2012 and 2019, the gross domestic product (GDP) grew at an average rate of 6 per cent, contracted by 18 per cent in 2020 due to the pandemic, and grew 10.88 per cent in 2022.⁵ The service sector, accounting for 68.15 per cent of the GDP in 2022, continues to drive economic performance.⁶

2. The country's economic growth has contributed to a reduction in extreme poverty. Between 2019 and 2022, Panama recorded a nearly 4 per cent decrease in multidimensional poverty⁷. Economic inequality, however, remains high. The Gini coefficient decreased from 51.8 to 49.2 between 2009 and 2018, but increased to 50.9 in 2021⁸. The country is ranked 57th globally in the 2023 Human Development Index, with a value of 0.83.⁹

3. Despite these improvements, Panama remains a country with high inequality and with severe disparities in access to social security, health services and income¹⁰ and prominent gaps by ethnicity, gender, territory and age. In indigenous regions, extreme poverty reached 63.3 per cent in 2023, while 80-90 per cent of children experienced multidimensional poverty. In 2024, women's economic participation (52.4 per cent) lags significantly behind that of men (75.1 per cent).¹¹ Currently, women hold only 21 per cent of legislative seats and 15 per cent of mayorships.¹² Furthermore, women experience gender-based violence in all spheres of life.

4. The country faces recurrent climate challenges, including deforestation, rising temperatures, and extreme weather events, affecting the Panama Canal and the economy. Indigenous populations, whose livelihoods are reliant on nature, have been affected by changes in precipitation patterns and sea level rise.¹³

5. Trust in democratic institutions has declined, with 1 in 10 Panamanians expressing confidence in political parties¹⁴ and 51 per cent regarding democracy as the best form of government in 2023.¹⁵ Social unrest has increased since the pandemic, driven by rising living costs and perceptions of government inefficiency and corruption.

6. The Government Strategic Plan (GSP) 2025-2029 focuses on four priority areas: economic growth and employment; quality basic services; governance and institutional strengthening; and environmental sustainability. This country programme is aligned with these priorities and stems from a participatory and consultative process involving the national government, national counterparts, and other stakeholders for the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2026-2030 for Panama.

7. The 2025 Independent Country Programme Evaluation (ICPE) concluded that in its previous programme, UNDP contributed significantly to Panama's development, leveraging on its unique comparative advantages of being: i) a strategically valuable partner, thought leader and

¹ World Bank, World Development Indicators 2024.

² UNDP, Executive Board Resolution DP/2013/45, "Funding of differentiated physical presence," 2013.

³ National Institute of Statistics and Census (INEC), Household Survey 2023; Ministry of Social Development (MIDES), Gender Equality Report 2024.

⁴ United Nations, Common Country Analysis: Panama, 2025.

⁵ UNDP Panama, National Human Development Report, 2024.

⁶ United Nations, Common Country Analysis: Panama, 2025.

⁷ Government of Panama, Social Cabinet, Multidimensional Poverty Index at the National Level 2019, 2022 and 2024.

⁸ UNDP Panama, National Human Development Report 2024.

⁹ UNDP, Human Development Report 2025.

¹⁰ UNDP Independent Evaluation Office (IEO), ICPE Panama, 2025.

¹¹ INEC, Labor Market Survey, October 2024.

¹² United Nations, Common Country Analysis: Panama, 2025.

¹³ UNDP Panama, National Human Development Report 2024.

¹⁴ Latinobarómetro, Informe 2024, La democracia resiliente, 2024.

¹⁵ ECLAC, CEPALSTAT: Population who believes that democracy is the best form of government,

knowledge generator, able to provide influential advice and technical support to national public work; ii) able to convene and facilitate substantive dialogue; iii) able to ensure continuity to public policies and programmes that transcend the government cycles; and; iv) capable of implementing complex development projects.

8. Based on the previous programme's achievement, key successes and shortfalls have been identified, considering UNDP experience in the three areas described below.

9. **Social and economic development.** UNDP consolidated its role as a thought leader in inclusive development through the National Human Development Report. With UNDP's support, the government intensified its comprehension of poverty and inequality gaps from a multidimensional and decentralized perspective. In collaboration with the Ministry of Social Development (MIDES) and the Social Cabinet, UNDP supported initiatives such as the Multidimensional Poverty Index at the township level, and the National Strategy to close social and economic gaps in poverty and inequality.

10. UNDP adopted an integrated approach to inclusive economic development, aligning its support to enhance social cohesion, promote sustainable livelihoods, and improve access to essential services such as education. At the policy level, UNDP supported the Ministry of Economic and Finance (MEF) to implement a structural transition towards results-based budgeting.

11. UNDP supported the establishment of the Ministry of Women, enhancing institutional leadership in gender equality and supporting the initiation of gender-responsive budgeting processes. UNDP also supported gender mainstreaming in five public institutions through the implementation of the Gender Equality Seal, benefiting 15,000 people, and leading to more inclusive institutions, and greater female participation in decision-making.

12. UNDP developed a methodology to incorporate gender, climate change, life cycle, and innovation perspectives into public financial management. A national public expenditure study introduced gender-sensitive and territorial indicators in budget planning.

13. UNDP supported efforts to integrate innovation, entrepreneurship, and culturally relevant vocational training into national development strategies. In coordination with the Ministry of Education, the National Institute for Vocational Training and Education for Human Development (INADEH), and the Specialized Higher Technical Institute (ITSE), UNDP aligned formal education with labor market demands, emphasizing agile, scientific, and inclusive approaches.

14. UNDP modernized the Authority for Micro, Small and Medium Enterprises and INADEH, extending professional training and financial services to rural and underserved areas. With UNDP support, Panama launched its first digital school, prioritizing access for young women, persons with disabilities, and indigenous youth.

15. **Strengthening inclusive, effective and transparent governance.** UNDP supported the modernization of more than 20 government institutions through automation, procedural optimization and the introduction of data-driven systems that enhanced transparent decision-making. In collaboration with the Ministry of Commerce and Industry (MICI), UNDP developed digital platforms such as the Office of Commercial Intelligence (INTELCOM) and *Panama Emprende*, which now serve over 75,000 users—68 per cent of whom are women. The relevance of INTELCOM was evidenced by its inclusion in the country's South-South cooperation catalogue. Initiatives such as *Mujer Exporta* promote gender equality in trade, empowering women entrepreneurs with new opportunities and visibility in export markets. The Governance Management Project's platform automated over 40 processes, integrating 1,400 users across six institutions.

16. UNDP support fostered institutional coherence by aligning digitalization efforts with broader goals in socioeconomic development, participatory governance, and gender equality. UNDP collaborated with the Banco Hipotecario Nacional to modernize operations and regularize informal settlements, delivering property titles to more than 3,000 families, over 60 per cent of whom are women.

17. UNDP strengthened inclusive governance, civic participation, and gender equality in Panama through innovative digital tools, institutional partnerships, and community-led development strategies. The Agora digital platform facilitated nationwide citizen dialogue among government, civil society, and the private sector, and was adapted to support the National Youth Policy.

18. UNDP supported the Council for the Development of Indigenous Peoples, strengthening this multistakeholder space to foster dialogue, transparency, and participatory decision-making on national development priorities. UNDP contributed to the implementation of the Comprehensive Development Plan for Indigenous Peoples, designed the Geo Visor Map to connect 32 Indigenous women's organizations, and co-created the Political Rights Booklet for Indigenous Women.

19. In partnership with the Electoral Tribunal, UNDP strengthened capacities to monitor women's political rights during the 2024 elections, and co-led a communication strategy to promote democratic parity, amplify women's voices, and combat media violence and disinformation. In partnership with the Center for Digital Studies and Monitoring of the Electoral Tribunal, artificial intelligence was applied to detect expressions of political violence during the electoral process, a tool to protect democratic processes and the integrity of information.

20. Supporting sustainable environmental management, climate change mitigation and adaptation, and resilience. Key successes included the adoption and operationalization of integrated watershed management as a model for climate resilience and sustainable livelihoods. The UNDP supported land registration and titling linked to environmental and economic incentives, strengthened early warning systems for climate and socio-economic conflicts, and promoted nature-based solutions. The Panama Canal Authority (ACP) reported that 56 per cent of the basin was registered with 45 per cent of the titles delivered to women.¹⁶ The titling is connected to conservation instruments, such as payment for environmental services, which, in the current cycle, incorporated 1,692 new hectares; women owned 623.

21. UNDP strengthened institutional frameworks and public policies to address climate change, biodiversity conservation and ocean stewardship. In May 2025, Panama presented its Nature Pledge, a strategic framework that maximizes synergies among the three Rio conventions. UNDP supported the reformulation of the first update of the Nationally Determined Contribution (NDC) and its expansion from two to ten sectors, providing technical assistance to integrate climate change adaptation into national and subnational policies. In 2024, the Government submitted the second NDC update. UNDP also facilitated the development of the country's National Environmental Strategy 2021-2031,¹⁷ provided technical support for the country's first National Ocean Policy,¹⁸ and for the National Strategic Plan for Disaster Risk Management 2022-2030. In environmental governance, UNDP promoted the incorporation of environmental justice principles into public policies and strengthened participatory mechanisms, fostering multi-stakeholder dialogues that integrated the perspectives related to gender, youth, and indigenous peoples.

22. In the area of climate finance, UNDP enhanced institutional capacities for mobilizing international resources, aligning efforts with Global Environment Facility (GEF-8), the Green Climate Fund (GCF), and the Montreal Protocol, while also promoting public and private sector

¹⁶ Panama Canal Authority, *Annual Report*, 2024.

¹⁷ UNDP Panama, *Country Programme Document 2021–2025*.

¹⁸ Convention on Biological Diversity, *Kunming–Montreal Global Biodiversity Framework: Target 3*, 2022.

engagement. Key achievements included the development of a climate tagging methodology for public investments, the preparation of a Guideline for Climate and Environmental Risk Assessment, and the integration of climate and environmental risks into environmental impact assessments. As a South-South initiative, Panama conducted technical exchange sessions with Enterprise Environmental Performance Systems from various countries, which facilitated progress in identifying routes and requirements for accreditation with the GCF. UNDP also supported the development of a sustainable finance taxonomy in collaboration with the Superintendence of Banks, Insurance, and Securities, fostering alignment of financial flows with national climate goals and environmental sustainability.

23. Panama is a net contributing country to UNDP, providing a significant amount of government development financing and increasingly leveraging its role as a knowledge hub to support integrated development solutions. In this context, lessons learned during the previous programme cycle highlight the importance of: i) strengthening articulation and political commitment to ensure the sustainability of institutional efforts, particularly in the area of social policy (for example, in the generation of poverty data, promoting interoperability between institutional information systems is key); and ii) establishing global-level agreements facilitates effective partnerships with international financial institutions such as the Inter-American Development Bank (IDB).

24. UNDP actively collaborated in developing the UNSDCF, contributing to the three result groups and eight interagency working groups. UNDP will lead or co-lead working groups on growth and sustainable development, quality basic social services, governance and institutional strengthening, and gender. UNDP will leverage the potential offered by the United Nations Volunteer (UNV) Network.

II. Programme Priorities and Partnerships

25. The country programme is integrated with the GSP and the UNSDCF process, which outline the agreed national priorities that will be supported by the United Nations System in Panama. The GSP anticipates that sustained economic growth will translate into improved social well-being and greater equality of opportunities throughout the country. In support of this vision, the UNSDCF and this programme envision that by 2030 the people of Panama, especially women and marginalized groups, will enjoy equitable, resilient and sustainable prosperity, facilitated by participative and democratic governance. The theory of change proposes that this vision will be achieved through three pathways, promoting inclusive economic growth and a sustainable environment; fostering wellbeing and equity in the population; and promoting inclusive, effective and accountable governance systems.

26. The programme is informed by the Common Country Analysis, the ICPE, and thematic evaluations. It was co-developed in a participatory process with the Government of Panama, development partners, civil society, private sector, the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) (among others). The programme directly aligns with the four pillars of the GSP and will support the three outcomes of the UNSDCF and the UNDP Strategic Plan 2022-2025 and 2026-2029. The programme is aligned with Panama's ten priority projects under its public investment plan, embedded in the GSP, which UNDP will support with its technical expertise, knowledge generation, and ability to facilitate substantive dialogue. UNDP will support the Government's efforts to integrate national priorities into its foreign policy and multilateralism as expressed in the commemoration of the 200th anniversary of the Amphictyonic Congress of Panama.

27. The programme is integrated around the three UNSDCF strategic priorities agreed with the Government of Panama: i) growth, sustainable and resilient development with generation of decent work; ii) quality, equitable, resilient and inclusive basic social services; iii) good,

participative and efficient governance, security and institutional strengthening, with a rights-based approach.

28. The progress of these strategic priorities depends on several assumptions: i) the Government implements a strategy of digital transformation and innovation of the public administration; ii) the institutions in Panama have interest and will to utilize data and evidence for the design of inclusive services; iii) the population, especially women and people in vulnerable situations, have access to information and to available participation mechanisms.

Fair and sustainable economic transformation with decent jobs and climate resilience.

29. UNDP impact vision is that by 2030, Panama achieves inclusive, low-carbon, and climate-resilient economic growth, while safeguarding natural capital and reducing vulnerabilities. The theory of change proposes that to achieve this, there will be a geographical redistribution of development, expressed in the creation of new development poles, as well as a sustainable equilibrium between biodiversity conservation and production. To contribute to this change UNDP and its partners (INADEH, ACP, MICI, National Land Administration Authority, Ministry of Environment, Ministry of Health) will foster an inclusive economic model and increased opportunities of livelihood which promote the distribution of wealth; sustainable production and consumption practices and new technologies which are in harmony with the environment; as well as conservation and restoration of ecosystems and a sustainable use of the country's biodiversity.

30. The approach is anchored in strengthening vocational training and employment with a strong emphasis on women, youth, and indigenous peoples, fostering innovation, and a vibrant ecosystem for green and digital entrepreneurship. This will include establishing a sandbox for inclusive digital services, promoting open-source and co-created solutions in care, climate resilience, and education, and collaborating with the Government Innovation Authority and national innovation actors to scale frontier technologies in a way that is human-centered and rights-based. These measures aim to promote a more balanced territorial development and enable a sustainable, inclusive economy that equitably distributes wealth and integrates responsible consumption and production practices.

31. To support this transition, UNDP and its partners will promote a diversified productive base aligned with the principles of a green economy, integrated watershed and natural resource management, and increased capacity for climate adaptation and mitigation, especially in climate-vulnerable and water-scarce regions. The strategy emphasizes systemic approaches that link environmental sustainability with social inclusion and economic empowerment. The programme will take advantage of Panama's Nature Pledge, which integrates climate, biodiversity and land restoration goals under a unified strategy.

32. Key strategies will include: i) support climate-smart food systems and sustainable bioeconomy models that reconcile biodiversity conservation with inclusive economic activities, creating green job opportunities across rural and peri-urban areas; ii) facilitate the adoption of nature-based solutions and circular and blue economy approaches to diversify livelihoods, particularly for youth, women, and indigenous communities, strengthening local value chains and digital entrepreneurship; iii) reinforce integrated watershed management, especially in the Panama Canal basin, to ensure water security, ecosystem health, and climate resilience in key development corridors; iv) build national and subnational capacities for disaster risk reduction and risk-informed planning, prioritizing vulnerable populations and climate-sensitive regions; v) enhance access to climate finance mechanisms, including climate tagging of public investments and the integration of climate and environmental risks into planning and environmental impact assessments; vi) promote innovation and digitalization for environmental monitoring, early warning systems, and adaptive governance frameworks that support data-driven decision-making.

33. Through South-South cooperation, Panama will continue participating in the Regional Dialogues on Finance for Biodiversity, supported by UNDP, where government representatives collaborated with countries such as Colombia, Chile and Argentina to adapt methodologies, share implementation experiences and promote sustainable budget reforms.

34. UNDP will provide technical leadership and mobilize financial resources for inclusive growth, climate resilience, and environmental governance. Through partnerships with government, the private sector, civil society, and United Nations agencies (e.g., United Nations Environment Programme, Food and Agriculture Organization), the strategy promotes coordinated efforts and integrates gender, youth, and human rights perspectives in all interventions.

Equitable access to quality basic social services.

35. The programme's impact vision stipulates that by 2030, the population in Panama will enjoy an increased level of wellbeing and equity. The theory of change states that to achieve this, there will be universal access to quality, inclusive, and resilient basic social services, while public institutions will possess adaptive and robust social protection systems, complemented by territorial strategies that enable the equitable provision of services. To contribute to this change, UNDP and its partners will promote sustainable public finance for basic social services and strengthen effective territorial governance, supported by upgraded infrastructure, data systems, and targeted methodologies that ensure the population in vulnerable situations is reached, and no one is left behind.

36. To enable this transformation, UNDP and its partners will prioritize strengthening institutional capacities through access to public sector innovation, digital transformation, including the deployment of digital public infrastructure (DPI) and open-source solutions, including the use of frontier technologies such as artificial intelligence for public good. UNDP will provide support to design, pilot, and scale foundational DPI components, including interoperable digital identification, digital payments, and registry systems. These components will enable more efficient and inclusive access to social protection, education, health, and entrepreneurship support services. DPI will be promoted as a digital public good to anchor Panama's digital transformation and foster resilience. Efforts will be focused on enhancing the design and delivery of strategic national programmes that prioritize populations experiencing poverty, women, youth, indigenous, afro descendants, people with disabilities and older persons, through a resilience-informed approach.

37. Within the domain of social protection, and basic social services delivery, including care services, UNDP will scale up its technical cooperation, generating high-quality analytical inputs and operational tools to inform regulatory frameworks and institutional mechanisms. This will build on ongoing collaboration with key national actors, including MIDES, Ministry of Labor, the National Institute of Statistics and Census (INEC), the Technical Unit of the Social Cabinet, the National Disability Secretariat, National Authority for Government Innovation, and organizations of persons with disabilities.

38. In the area of care work, UNDP will support the country in a process of revaluing care in Panama and will design and implement a georeferencing tool to map care services and demand nationwide, with a special focus on people with disabilities. The aim is for this tool to inform and influence the development of public care policies in the country.

39. UNDP will continue to promote social cohesion and inclusive socio-economic development in partnership with ITSE. With funding from the Development Bank of Latin America and the Caribbean, it will support the institutional efforts for the inclusion of young people in the labor market.

40. In parallel, UNDP will mobilize financial and technical resources to advance critical priorities, including the modernization of social information systems and institutional capacity development for service delivery. UNDP will engage in coordinated, multi-stakeholder action with United Nations agencies such as UNFPA, UNICEF, the International Labor Organization, UN-Women, and UNV promoting coherent, inter-institutional, and cross-sectoral solutions. This collaboration will ensure that interventions are context-sensitive, comprehensive, and tailored to the specific needs of target populations.

Strengthened democratic governance and effective, inclusive and accessible institutions.

41. The impact vision is that by 2030, Panama strengthens its governance systems to become more inclusive, accountable, and effective, ensuring that all people—particularly those in situations of vulnerability—have equitable access to quality public services, justice, and security. The theory of change stipulates that to achieve this, institutions will be better equipped to respond to people’s needs; trust between the state and citizens is reinforced with responsive and connected public institutions; and the foundations for social cohesion and peaceful coexistence are actively sustained with inclusive participation and decision-making. This vision acknowledges the complexity of the governance and security challenges facing the country, and the need for steady, systemic progress to build institutions that are both legitimate and capable.

42. UNDP and its partners (Presidency, Ministry of Economy, Ministry of Government, Ministry of Foreign Affairs (MFA), Ministry of Culture, the Supreme Court, the Electoral Tribunal, MICI) will contribute to this transformation by supporting the development of strong, transparent, and people-centered institutions. This includes accompanying the government in efforts to modernize institutional frameworks, improve public sector efficiency, and expand the use of data and digital tools to strengthen planning, service delivery, and policy implementation. These efforts will be informed by evidence and focused on enabling public institutions to reach those who have been historically underserved in rural and urban areas. Institutional strengthening will also involve targeted capacity-building, systems reform, and the promotion of inter-institutional coordination and interoperability at both national and local levels, to ensure a more coherent and responsive state presence.

43. UNDP will work to support mechanisms that enhance people’s access to information, understand their rights, and facilitate their participation in public decision-making. Special attention will be placed on ensuring the meaningful engagement of women, youth, indigenous peoples, afro-descendants, persons with disabilities and other groups in situations of vulnerability. The aim is to create an enabling environment where people can participate as active agents in shaping public policies and monitoring their implementation.

44. Recognizing the link between governance, inclusion, and peace, the strategy will also support efforts to prevent social unrest and promote social cohesion. This includes working with local governments and civil society to identify and address the structural drivers of conflict, inequality, and exclusion. UNDP will promote initiatives that foster dialogue, build trust within and between communities and with institutions, and expand access to justice, particularly through restorative and community-based approaches that are culturally appropriate and sensitive to local contexts.

45. The strategy is based on the premise that strengthening both state capacity and citizen’s engagement—while leveraging digital innovation and data-driven policy—will create reinforcing pathways for sustainable development. The strategy is grounded in the belief that systemic change occurs when institutions are responsive, people are empowered, and development solutions are co-created with those they intend to serve. By aligning these efforts with national priorities, UNDP supports the country in achieving inclusive, just, and peaceful development outcomes.

46. UNDP collaboration with UN-Women, UNFPA, the Office of the High Commissioner of Human Rights and women's organizations will help advance gender equality, protect human rights, and promote inclusive governance, ensuring that institutions and policies respond to the needs of women, youth, and marginalized populations. Joint work with the United Nations Office on Drugs and Crime will support justice sector reform, anti-corruption measures, and community-based violence prevention strategies. With United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNV, UNDP will support access to information, civic education, and cultural dialogue, particularly in contexts of social cohesion and peacebuilding. These partnerships will be central to expanding civic space, strengthening the rule of law, and preventing violence and conflict. UNDP will continue promoting women's political participation, the prevention of violence against women in politics and other forms of violence, women's access to justice and gender-responsive budgeting.

III. Programme and Risk Management

47. This country programme document defines UNDP contributions to national results and serves as the primary accountability framework to the Executive Board for results alignment and the use of at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the organization's Programme and Operations Policies and Procedures and Internal Control Framework.

48. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to *force majeure* situations. Harmonised Approach to Cash Transfers will be applied in coordination with other United Nations agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

49. The main mechanisms of programme accountability and review will be the UNSDCF National Steering Committee and UNDP Programme Committee with the MFA. Programme/Project boards will be established in line with the Social and Environmental Standards and Accountability Mechanism.

50. Risk management will be embedded throughout the programme cycle in accordance with the UNDP corporate enterprise and risk-management policy, enabling monitoring and mitigation of potential risks, including political, socio-economic, environmental, institutional, financial, and operational nature.

51. Crises and environmental risks, including natural disasters, disease outbreaks, climate shocks, biodiversity loss, and ecosystem degradation, threaten development progress. UNDP will mitigate risks by applying the Social and Environmental standards framework, analyzing trends, enhancing disaster preparedness and response frameworks, supporting early warning systems and forecasting, investing in climate-resilient and nature-positive infrastructure, and collaborating with partners on renewable energy initiatives, risk assessments, and mitigation measures.

52. The political and social context may affect UNDP programming in the country. As a mitigation measure, UNDP will update its strategic communication and alliance strategy.

53. Climate challenges such as droughts can affect the productive capacity of the country, leading to a reduction in the number of ships crossing the Panama Canal, which will impact the government's fiscal stability and capacity to achieve its strategic objectives. To mitigate these risks, UNDP will continue its efforts to operationalize watershed management and promote disaster risk management.

54. Accumulated social and public unrest could limit trust or generate rejection of UNDP-supported interventions from the public, communities and indigenous peoples, which would

represent a reputational risk to the organization. To mitigate this risk, UNDP will manage expectations of its stakeholders about translating government policies into actions.

55. Findings and recommendations of the ICPE and other evaluations will be used as references for this cycle.

IV. Monitoring and Evaluation

56. The monitoring and evaluation plan registers and facilitates oversight, and it identifies the factors that limit and/or enhance the achievement of the results. The plan will integrate lessons from project and outcome evaluations with monitoring data on national priorities, focusing on identifying best practices linked to programme implementation.

57. UNDP will collaborate with government agencies to improve mechanisms and tools for the generation and access to data, especially with the INEC, MEF, and academia. UNDP will mainstream data generation into its projects. Moreover, specifically dedicated efforts will continue to improve the development of evidence, including support to the MIDES to improve monitoring and analysis capabilities for effective implementation of public policies, and the partnership with the MEF and MIDES in compliance with the Panama 2030 plan. UNDP will also contribute to strengthening the generation and availability of national development statistics.

58. The programme will ensure that all indicator data are disaggregated, according to the most relevant criteria (e.g., gender, ethnicity, age, territory) for each intervention, based on the map of risks and resources methodology and contributes to the UNSDCF. To improve evidence-based competencies, internal capacities for data collection and analysis will be strengthened via training and the introduction of new analysis tools, in collaboration with academic institutions. Moreover, collaboration with the UNDP Regional Hub shall be extended to receive technical support in these areas.

59. Finally, innovation in tools and monitoring processes will provide a larger and better-quality pool of data/information. It will expand the possibilities of involving participants in its implementation, through participatory statistics and visual data representation (maps, interactive sites). These methods will help partners develop the capabilities to monitor their initiatives at the local level.

ANNEX A: RESULTS AND RESOURCES FOR PANAMA (2026-2030)

NATIONAL PRIORITY OR GOAL: Government Strategic Plan (GSP) 1. Boosting economic sectors for growth and generation of quality jobs and 4. Environmental sustainability and responsible management of natural resources				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: By 2030, more people, especially populations in vulnerable situations, women and youth, actively participate in and benefit from an economic transformation, aimed at a just, inclusive, and sustainable transition, which prioritizes climate resilience, nature-based solutions, and the protection of Panama's natural and cultural diversity; while promoting economic diversification, with a circularity approach, which creates jobs and decent work and reduces pollution and waste generation.				
RELATED STRATEGIC PLAN OUTCOME: 2022-2025: 2. Leave no one behind. 2026-2029: 4. By 2029, international environmental agreements are mainstreamed into national development frameworks to drive sustainable development				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
I.1.1 Proportion of informal employment in non-agricultural employment in the Republic, by sex, province and indigenous region Baseline (2024): 49.3 Target (2030): 37 I.1.2 Proportion of the territory covered by forests in the Republic, according to province and indigenous region Baseline (2021): 67.8 Target (2030): 70	National Institute of Statistics and Census (INEC) Annually MiAmbiente Annually	1.1: National and local public institutions, and people have policies, strategies, tools and mechanisms that promote an inclusive economic model. I.1.1.1 (IRRF.A.1.1.1.a) Number of people supported by UNDP, that completed job-relevant training or skills development programs Baseline (2023): 116,068 Target (2030): 146,000 Source: INADEH, Annually 1.2: National and local institutions and people can apply coordinated, rights-based approaches to conserve, restore and ensure the sustainable, climate-resilient and	Ministry of Economy and Finance (MEF) Ministry of Environment (MiAmbiente) Ministry of Health Ministry of Commerce and Industry (MICI) National Institute for Vocational Training and Education for Human Development Panama Canal Authority (ACP) National Secretariat of Science Technology and Innovation National Authority of Land Administration Local Governments	Regular 0
				Other 56 million

		<p>carbon-enhancing management of key ecosystems.</p> <p>I.1.2.1 (IRRF.A.4.2.3.a) Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime -- Area of terrestrial and marine protected areas created or under improved management practices (hectares)</p> <p>Baseline (2025): 0 Target (2030): 258,623 Source: MiAmbiente, ACP, Annually</p> <p>1.3: National and local institutions and people can promote green transition, adopt resource-efficient practices, environmentally sound technologies, and innovative and diversified financing mechanisms, delivering lower emissions, stronger climate resilience and risk reduction, environmentally responsible employment, and healthy ecosystems.</p> <p>I.1.3.1 (IRRF.A.4.2.4) Number of people benefiting from public and private investment mechanisms for biodiversity, chemicals and waste pollution management, water, oceans, climate solutions: (a) Direct participants (b) Indirect participants</p> <p>Baseline (2025): (a) 11,000 (b) 55,000</p>	<p>Food and Agriculture Organization, United Nations Volunteers, United Nations Environment Programme, International Labor Organization</p> <p>Development Bank of Latin America and the Caribbean (CAF), Interamerican Development Bank (IDB)</p> <p>Civil society</p> <p>Private sector</p> <p>Labor unions</p>	
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		Target (2030): (a) 17,687 (b) 72,500 Source: MiAmbiente, Annually		
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NATIONAL PRIORITY OR GOAL: GSP 2. Opportunities for all with relevant education and quality basic services				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2: By 2030, more people, especially those in vulnerable situations, have access to quality, sustainable, culturally and territorially relevant basic social services, and with a gender approach, which contribute to closing structural gaps and guaranteeing the full exercise of their rights.				
RELATED STRATEGIC PLAN OUTCOME: 2022-2025: 3. Leaving no one behind. 2026-2029: 1. By 2029, prosperity is increased for all, strengthening people's agency, capabilities and dignity to thrive.				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p>I.2.1 Proportion of the population living in multidimensional poverty in the Republic, by sex, area, province and indigenous region, age groups</p> <p>Baseline (2022): 14.8 Target (2030): 10</p> <p>I.2.2 Proportion of the population with access to electricity</p> <p>Baseline (2021): 95 Target (2030): 98</p>	<p>MIDES Annually</p> <p>INEC Annually</p>	<p>2.1 Public institutions can provide comprehensive solutions, with cultural and territorial relevance, to the provision of basic social services.</p> <p>I.2.1.1 (IRRF.A.1.2.1.a) Number of people who accessed government services -- Basic services (total): Baseline (2020): 3,320,000 (1,620,000 women, 1,700,000 men) Target (2030): 3,800,000 Source: INEC, Annually</p> <p>2.2: Public institutions have the capacity to establish an adaptive Social Protection System for the provision of services</p> <p>I.2.2.1 (IRRF.A.1.2.1.d) Number of people who accessed government services -- Social protection (total): Baseline (2024): 190,952 (69% women, 31% men) Target (2030): 200,000 Source: MIDES, Annually</p>	<p>Ministry of Social Development MEF Ministry of Health Specialized Technical Higher Education Institute National Secretariat for people with disabilities, INEC, National Authority for Government Innovation Local Governments United Nations Children's Fund, United Nations Population Fund (UNFPA), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) World Bank, CAF, IDB</p>	<p>Regular 0</p>
				<p>Other 80 million</p>

NATIONAL PRIORITY OR GOAL: GSP 3. Efficient governance and institutional strengthening				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3: By 2030, Panama will have a strengthened, decentralized governance, with more effective and more accessible institutions to the population, interconnected and with robust information systems, which guarantee equitable access to public services, including justice, and which contribute to social cohesion and prevent and reduce violence and conflict, achieving safe societies and territories, peaceful and resilient at the national and local levels, where all people, especially women and vulnerable groups, fully enjoy their rights.				
RELATED STRATEGIC PLAN OUTCOME: 2022-2025: 1. Structural transformations accelerated 2026-2029: 2. By 2029, governance systems are more effective, inclusive, and accountable, enabling people, societies and economies to thrive.				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p>I.3.1 Proportion of seats held by women in (a) national parliaments and (b) local governments in the Republic, by position</p> <p>Baseline (2024): (a) 21.13 (b) 12.8 Target (2030): (a) 23 (b) 15</p> <p>I.3.2 Primary government expenditures as a proportion of original approved budget, by sector</p> <p>Baseline (2021): 86.3 Target (2030): 90</p>	<p>Electoral Court Annually</p> <p>MEF Annually</p>	<p>3.1: Public institutions strengthen their knowledge and develop digital tools and processes to offer evidence-based services, focused on people and territories.</p> <p>I.3.1.1 (IRRF.C.4.2.e) Number of policies, strategies, regulations and laws pertaining to the development and application of digital technologies and/or data that -- Ensure transparency, accountability, and public participation in digital governance Baseline (2025): 12 Target (2030): 20 Source: UNDP, Annually</p> <p>3.2: People and institutions have mechanisms and capacities and use inclusive</p>	<p>Presidency Ministry of Foreign Affairs Ministry of Government MICI Ministry of Security Ministry of Housing Ministry of Culture National Assembly Supreme Court Electoral Tribunal Government Innovation Authority Decentralization National Authority National Authority for Transparency and Access to Information National Comptroller INEC Local governments</p>	<p>Regular 0</p>
				<p>Other 37 million</p>

		<p>platforms to access information, participate in public management, and strengthen social cohesion.</p> <p>I.3.2.1 (IRRF.A.2.2.4) Number of regional, national and sub-national initiatives, policies, and strategies to:</p> <p>(d) Combat racism and/or promote the inclusion in public life of marginalized and discriminated groups</p> <p>(f) Women empowerment</p> <p>Baseline (2025): (d) 5 (f) 9</p> <p>Target (2030): (d) 10 (f) 13</p> <p>Data source: UNDP, Annually</p>	<p>United Nations Office on Drugs and Crime</p> <p>United Nations Educational, Scientific, and Cultural Organization, UN-Women, UNFPA</p> <p>CAF, IDB, World Bank</p> <p>Private sector</p> <p>Academia</p>	
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