

UNITED NATIONS DEVELOPMENT PROGRAMME

DIGITAL STRATEGY 2022 — 2025

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Foreword

The COVID-19 pandemic has highlighted how digital connectivity is fast becoming the global metric of inclusion and exclusion with 2.9 billion people still offline. The *digital divide*, notably the lack of affordable broadband internet and appropriate digital skills, have prevented many people, especially the most vulnerable, from working or studying from home during the crisis. Remarkably, one in three children missed out on remote learning when COVID-19 shuttered schools with students in countries with low human development disproportionately affected. Notably, the digital divide is also harmful to civil society and activists. Trapped offline, their ability to advocate for change in key areas like climate action is stifled.

Yet the pandemic also demonstrated the incredible power of digital technology. From Honduras to Nigeria, the United Nations (UN) assisted countries to leverage the potential of digital finance to support critical electronic cash transfer programmes, benefitting millions of people. In the Maldives and Brazil, the United Nations Development Programme (UNDP) supported parliaments to hold virtual sessions. Or look to the contribution of the UNDP Accelerator Labs network. It utilized the potential of 3D-printing to rapidly produce vital personal protective equipment and helped to deploy robots in COVID-19 treatment centres in Rwanda and Kenya reducing healthcare worker exposure to the virus. UNDP was ideally placed to offer this type of support given that it already had a Digital Strategy in place since 2019. That strategy prompted the organization to embark on a profound digital transformation in both its programmes and internal systems. Over 2,000 UNDP personnel have upgraded their digital skills through new, specialized courses -- and continue to do so. The related cultural change also spurred the development of the open-access Data Futures platform, for instance. Integrating data, analysis, and visualizations, it is helping to inform key development policies and programmes including in the vaccine equity sphere.

With this new 2022-25 Digital Strategy, UNDP aims to *get ahead* to the ever-evolving digital reality, equipped with the knowledge and tools to support our partners at this time of rapid change. For instance, digital technology can advance democracy and human rights by boosting civic engagement, political participation,



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Administrator, United Nations
Development Programme (UNDP)

and social accountability. And new e-platforms will make it easier to access state services while reducing opportunities for corruption. UNDP’s continued role as a trusted development partner hinges on our ability to provide this now vital support. The Strategy also highlights the challenges that digital technology poses. That includes the fact that the pandemic has accelerated growth in cybercrime and misinformation. Crucially, the Strategy also elaborates on how digitalization is serving as one of three enablers in UNDP’s 2022-2025 Strategic Plan as we set bold objectives – from helping 100 million people to escape multidimensional poverty to supporting 800 million people to participate in elections.

This new Digital Strategy will guide UNDP in its efforts to support countries to build inclusive, ethical, and sustainable digital societies. It also recognizes that digitalization will continue to re-shape how the organization responds to the monumental challenges our world now faces. That includes using its power to drive climate action and restore our natural world. And it will also complement the UN’s wide-ranging global efforts to boost the digital capacity of vulnerable and marginalized groups including women and people with disabilities, for instance. In many ways, the Strategy will *future proof* the organization for the technological changes now and those yet to come, including advancing ways to boost the digital expertise of our personnel. This Digital Strategy demonstrates that UNDP refuses to stand still. With the Sustainable Development Goals serving as our guiding stars, we are looking beyond the immediate horizon to continue offering cutting-edge development support at the seminal moment for people and planet.



Executive summary

UNDP¹ launched its first Digital Strategy² in mid-2019 to harness digital transformation within the organization. Building on a long history of project-level digital support for partners³, the strategy represented a systematic and corporate-driven transformation process to reimagine the way UNDP serves its partners and operates its systems and processes. The first Digital Strategy proved to be prescient given the incredible acceleration in digital transformation in response to the COVID-19 pandemic.

UNDP has changed significantly since the adoption of the 2019 strategy, developing new capabilities in digital programming and strengthening its digital capabilities. UNDP will continue to accelerate these efforts in response to growing demand from partner governments. UNDP will also continue to support our development partners to ensure that the arc of future digital transformation protects human rights and leaves no one behind.

Digital Strategy 2022-2025 is intended to maintain and accelerate the momentum that has already been generated across UNDP and among its partners. Indeed, many of the components are already in place such as the Accelerator Labs⁴, the Digital Advocates Network⁵, a comprehensive IT transformation, and the Chief Digital Office⁶. Continuing to build the capabilities of UNDP's workforce to imagine, plan, and implement integrated digital approaches has the potential to truly generate a multiplier effect on its support to partners.

This Digital Strategy is structured in three main parts:

Part 1 – Guiding principles and value proposition: Overview of UNDP's approach to digital transformation.

Part 2 – Setting the course: Vision, objectives, and outcomes towards which UNDP will continue evolving over the next four years.

Part 3 – Strategy implementation approach and measuring results: High-level approach to implementing the strategy.

The new UNDP Strategic Plan 2022-2025 highlighted the importance of digital as one of the key enablers. This renewed Digital Strategy builds upon the Strategic Plan, and puts forth a vision whereby **digital is an empowering force for people and planet**.

To achieve this vision, three objectives are outlined: two programmatic and one operational, in a continuation of the bimodal approach of the first Digital Strategy. The first objective is to use digital to amplify UNDP's programming work. Secondly, UNDP will look to strengthen inclusive digital ecosystems. Finally, the third objective is focused on transforming UNDP into a digitally native organization, fully equipped with the digital skills, processes, and data necessary for UNDP to continue as the development partner of choice for the digital age.

This strategy is anchored in the Secretary-General's Roadmap for Digital Cooperation⁷ as well as the framework presented by Our Common Agenda⁸, articulating the unique role of UNDP within the UN System in countries and globally. It is directly aligned with, and intended to support, the UNDP Strategic Plan 2022-2025⁹. The strategy also provides a complementary framework for the UNDP IT Strategy 2020-2023 and the UNDP Data Strategy 2020-2021, as well as several other corporate and regional efforts such as the Accelerator Lab Network and the work of the Strategic Innovation Unit¹⁰.

Digital: We define digital as

- An ever-evolving range of technologies (like mobile technologies, artificial intelligence, machine learning, blockchain, Internet of Things, and robotics to name a few) that impact all aspects of our world.
- A mindset, which translates into a new way of working that enables people and institutions to innovate with technology.

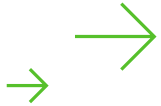


Introduction

Digital technology is a fundamental force for change in this century, reshaping economies, government, and civil society – thereby impacting almost every aspect of development. The profound consequences and exponential pace of digital transformation demands both local action and global leadership to



reimagine development in a digital age.



In many ways, increasingly powerful digital technologies represent an opportunity to accelerate progress towards the achievement of the Sustainable Development Goals (SDGs) by 2030. Most governments globally are rapidly increasing their use of digital technology, creating opportunities to deliver more responsive and effective services to citizens, including women.¹¹ Countries with developed digital infrastructures such as digital payments and identification systems have responded more effectively to the COVID-19 pandemic than countries whose digital infrastructures are less developed.¹² Businesses and jobs are also changing: the latest World Economic Forum (WEF) report on the *Future of Jobs* suggests companies in 26 advanced and emerging economies are rapidly digitalizing their working processes.¹³ Greater digitalization is also linked to economic resilience; more advanced digital economies were on track to experience smaller downward GDP adjustments in 2021.¹⁴ In the most highly connected economies, digital infrastructure may mitigate more than half of the long-term negative economic impact of COVID-19.¹⁵

Despite the promise of digital technologies, they also bring real and growing challenges. COVID-19 has drawn attention to the urgency of closing the digital divide, especially for women and marginalized population segments. In low-income countries, 70 percent of households are not yet covered by fixed broadband networks, 33 percent are out of reach of mobile internet (4G), and 234 million fewer women than men use mobile internet, with women 15 percent less likely to own a

smartphone.^{16,17} New challenges continue to arise such as data privacy, cybercrime, and mis- and disinformation proliferating through digital platforms.¹⁸ In addition, national policy and regulatory frameworks for new technologies are often implemented in a reactive, uncertain, and piecemeal manner. Finally, rapid and pervasive change can be disruptive, straining the limited capacity of governments that frequently lack the skilled human resources and infrastructure to respond. It is not a given that digital transformation drives greater inclusion; in fact, it may further exacerbate inequalities, discrimination, marginalization of vulnerable populations, and abuse of human rights.¹⁹ Digital can also have unintended negative impact on climate change and environment through increased energy use, supply chain (material extraction, waste management), and increased or unsustainable consumption and production patterns.

Seized by the need to ensure relevance at this time of rapid digital change, UNDP launched its first Digital Strategy in 2019, sparking a corporate effort to drive significant changes across both its programmatic offerings and its operational systems. When the COVID-19 pandemic struck, that effort became even more urgent as requests for UNDP support in digital surged. UNDP supported over 60 partner governments to deploy critical digital technologies to maintain business continuity during the brunt of the pandemic. Over 250 digitally enabled programme responses to COVID-19 were developed, ranging from developing digital case management systems for social workers

to provide emergency assistance to connecting informal market vendors, many of whom are women, to e-commerce platforms to maintain their livelihoods.

The past two-and-a-half years have seen a remarkable expansion in the use of digital in UNDP. The organization has explored new digital delivery models, digital partnerships, and advocacy on pressing digital issues. In terms of its internal operations, UNDP has adopted new strategies for information technology and data, launching several new corporate-wide technology platforms.

However, UNDP's digital transformation is far from over, and several key challenges remain. A more strategic and integrated approach to digital programming must be adopted. Efforts thus far have largely been opportunistic, in response to partner demand, leading to uneven adoption across thematic areas and countries. Data infrastructure and capabilities must be further strengthened to enable shared data exchanges for decision making and corporate-wide knowledge management. A digital culture must be embedded in the organization, and digital literacy among UNDP personnel needs to be urgently improved in order to utilize digital infrastructure and tools to their fullest potential.

Building on the progress from the first strategy, this Digital Strategy will chart the continuation of UNDP's journey in digital transformation over the next four years (2022-2025). With this renewed strategy, UNDP puts forth a long-term vision to help create a world in which ***digital is an empowering force for people and planet.*** This vision is closely aligned with the recently approved UNDP Strategic Plan 2022-2025, which outlines how UNDP will seek to support countries in three directions of change – structural transformation, leaving no one behind, and building resilience – and underlines the importance of digital as one of three enablers along with strategic innovation and development financing to achieve this change.

As with the first strategy, UNDP's digital transformation will continue to address both external and internal challenges. Three objectives are outlined: two programmatic and one operational. First, UNDP will harness digital technology to amplify the effects of its programming. Second, as the societies UNDP serves increasingly adopt digital technology themselves, we will ensure that inclusive digital ecosystems²⁰ are built that are empowering and that leave no one behind. Finally, the third objective speaks to the ongoing operational transformation that UNDP needs to continue implementing to enable this change. UNDP will become a digitally native organization. That means fostering a digital mindset, enhancing digital literacy and skills, ensuring our internal systems and processes are fit for purpose and future-proofed, as well as using data strategically. These capabilities are essential if UNDP is to continue as the partner of choice for development in the digital age.

The next four years will be critical in determining how digital technology can play a positive role in development, reversing the economic and social damage from COVID-19, and accelerating progress towards the SDGs while mitigating emergent digital challenges and risks. UNDP will continue to be bold and ambitious in our digital transformation efforts to make sure that we are the organization that the world needs us to be.

Digital Strategy 2019-2021

In 2019, UNDP introduced its first Digital Strategy (2019-2021) to harness the power of digital technology and innovation to respond more effectively to development challenges. This first Digital Strategy was built on two interrelated transformation pathways:

Pathway 1 focused on programmatic outcomes to improve UNDP's partner experience and solve development challenges through innovations in delivery, collaboration models, and joint advocacy.

Pathway 2 focused on operational outcomes to improve systems, internal processes, and data usage and to enhance knowledge sharing.

The onset of the COVID-19 pandemic rapidly accelerated UNDP's digital transformation. New organizational and governance structures such as the Chief Digital Office, Data Governance Group, and Digital Governance Group were established, and in March 2020, UNDP approved an IT Strategy to double down on this internal transformation. Moreover, due to social distancing restrictions, the pandemic also catalysed the process of incorporating digital into UNDP programming. For example, the Rapid Financing Facility (RFF) was established in support of the UNDP Beyond Recovery COVID-19 offer. It received 129 proposals, more than a third of which had a digital component. The demand from our development partners continues to grow rapidly, reinforcing the urgent need for UNDP to continue to adapt.



Please see the
"Assessment of
Progress to Date" in
the Annex for details.



A recent survey among UNDP personnel illustrates the importance of digital development and the changes that UNDP has seen programmatically and operationally:

86%

believe that digital technologies are very important to UNDP's role in supporting its development partners to achieve the SDGs



75%

have seen a significant or moderate increase in demand for support from partners on digital transformation over the past 2.5 years

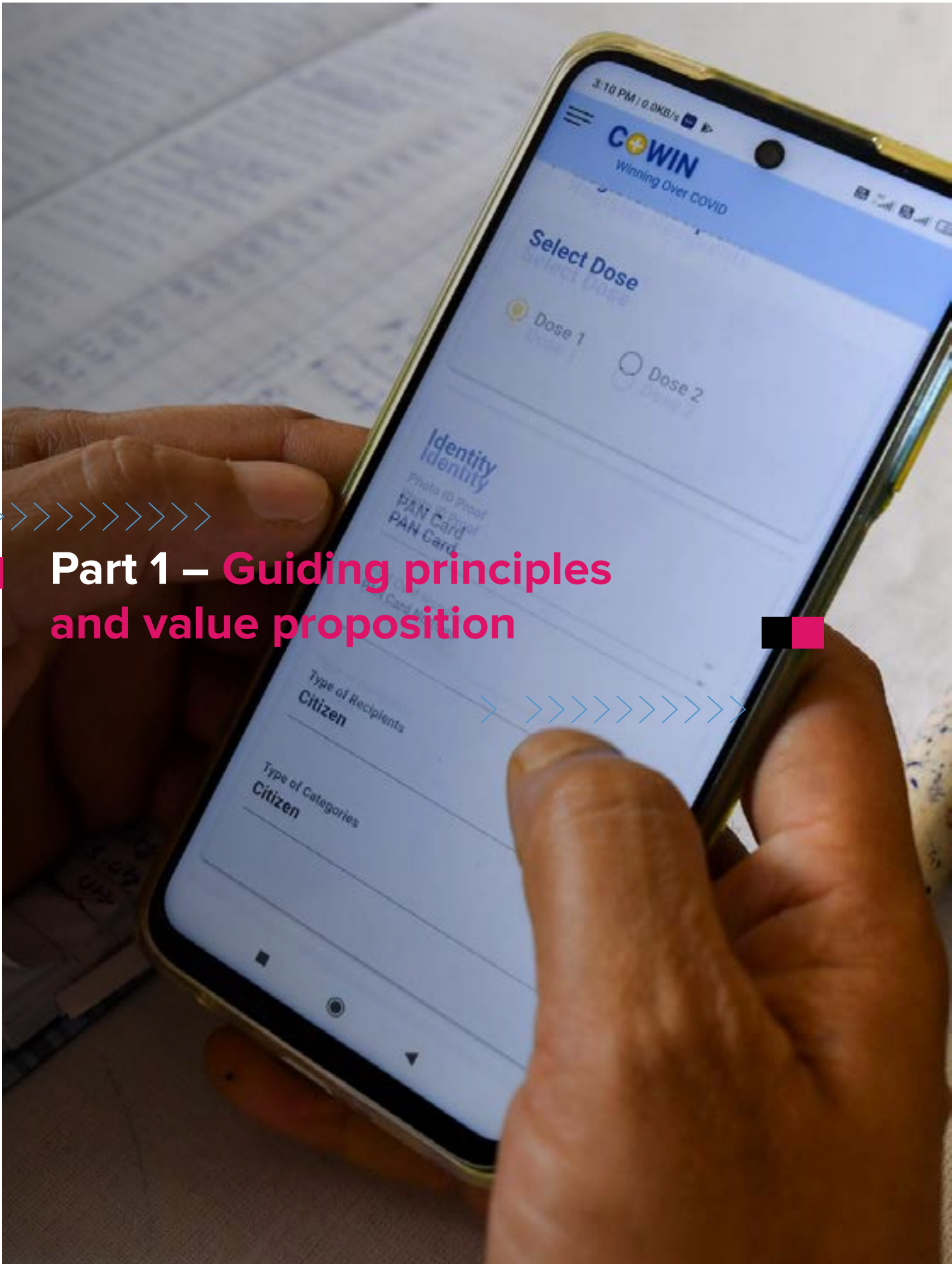
70%

believe that UNDP has become better at collaborating online within the organization



55%

believe that UNDP has significantly or moderately improved the efficiency of its work over the past 2.5 years



Part 1 – Guiding principles and value proposition

The Digital Strategy 2022-2025 directly responds to and builds upon UNDP's Strategic Plan 2022-2025²¹, which highlights the critical role of digital technology in achieving development outcomes. In UNDP's Strategic Plan 2022-2025, digitalization is outlined as one of three key enablers – along with strategic innovation and development financing – that will drive UNDP's efforts towards the 2030 agenda over the next four years. The Strategic Plan notes that digital is to be built into all dimensions of UNDP's work, including in the programming of its six Signature Solutions.²² It also notes the need for UNDP to support its partners in holistic digital transformation efforts, to advocate for inclusive and responsible digital solutions for sustainable development, and to continue its own digital transformation.

This strategy is anchored in the Secretary-General's Roadmap for Digital Cooperation²³ as well as the framework presented by Our Common Agenda²⁴, articulating the unique role of UNDP within the UN System in countries and globally. Further, it upholds the relevance and value of foundational UN frameworks including the Charter of the United Nations, the Universal Declaration of Human Rights, and other international human rights instruments, the 2030 Agenda and the Sustainable Development Goals, and the Paris Agreement on climate change.

UNDP's approach to digital must be principled and based within the organization's areas of comparative advantage and value addition. The following section outlines the set of guiding principles that will support UNDP's work in digital as well the organization's value proposition in this space.



Guiding principles

As digital technology rapidly evolves, it is vital that UNDP's approach remains rooted in clear principles based on experience and international frameworks that put people and planet first. UNDP's Digital Strategy 2022-2025 approach upholds the guiding principles of rights, access, empowerment, and opportunity, particularly for marginalized populations. UNDP commits to the following approach:



UNDP puts human rights at the centre

Human rights will be at the centre of UNDP's approach to digital, as digital technologies increasingly mediate everything from health care, employment, education, to participation in social, cultural, and political life. As digital technology evolves so does our understanding of its impact on human rights - whether positive or negative. UNDP will continue to provide leadership in areas where rights intersect digital development, working in close collaboration with human rights colleagues across the UN System to ensure a coordinated and robust approach.

UNDP promotes inclusive and gender-sensitive approaches that leave no one behind

UNDP advocates for digital transformation that is intentionally inclusive, and thoughtfully designed and implemented, to ensure that all processes put people at the centre. The aim of people-centred digital transformation should be to build a more open, transparent, and accessible society that leaves no one behind. Digital transformation must address the needs of the most poor and vulnerable, and mitigate the tendency for digital to reflect and amplify existing inequalities. In particular, UNDP is recognized as a leader in gender empowerment, and gender will be mainstreamed across its digital work to address the persistent and emerging challenges affecting women in the digital realm.

UNDP contributes to shared global standards and frameworks that protect people's rights

As digital transformation accelerates, UNDP will ensure that its digital work is aligned with and supports global standards such as the UN Charter²⁵ and the Universal Declaration of Human Rights.²⁶ In addition, UNDP will continue to align with the Principles for Digital Development²⁷, will continue to contribute to the EDISON Alliance Shared Principles for an Inclusive Financial System and the UN Principles for Responsible Digital Payments²⁸. Normative frameworks are not static, and UNDP will continue to be an active participant in processes to develop and propagate standards to strengthen digital rights across social, economic, cultural, and environmental issues.

UNDP advocates for open digital standards and open data

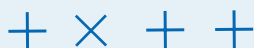
UNDP advocates for open digital standards to unlock scale, reusability and interoperability. Leveraging digital public goods can unlock transformative solutions and digital infrastructures to enable a more equitable and transparent future, with a strong emphasis on protecting rights and preventing misuse. UNDP supports open standards for digital technologies through policy and technology support as well as encouraging broad community participation in decision making. UNDP will continue this work in collaboration with partners like the Digital Public Goods Alliance.²⁹ Open data will be a key element of UNDP's work on data, empowering transparency, accountability and unlocking innovation. This approach also encourages greater citizen participation and supports democratic governance.

UNDP works to strengthen local digital ecosystems

UNDP employs a whole-of-society approach³⁰ and works with local leaders, companies, and digital innovators to develop thriving local digital ecosystems built on inclusivity, sustainability, accountability, and rights. Recognizing that there is no one-size-fits-all approach, and that communities are best-placed to identify and shape solutions, UNDP will take a human-centred approach that adapts to needs, reflects local diversity and knowledge and supports the rule of law and national human rights institutions.

UNDP leverages strategic partnerships to catalyse inclusive approaches to digital development

Partnerships are critical to catalyse inclusive approaches to digital development, including the provision of adequate resources to implement the relevant international standards to safeguard and protect people. We will pursue partnerships with global and local entrepreneurs, technologists, academics, researchers, activists, policymakers, private sector leaders, and other UN agencies, actively fostering creative dialogue and collaboration with local stakeholders around the present and future of digital innovation.



Value proposition

UNDP's role and positioning in the digital development space, and therefore its ability to deliver on this strategy, stem from several defining features of the organization:

Broad mandate and integrator role in the UN System

UNDP's broad mandate on poverty and inequality enables the organization to play an integrator role in the UN System, especially in countries working within UN country teams, and it can be applied to the digital development space. This unique characteristic allows UNDP to maintain strong relationships with the central parts of governments, to leverage its thematic and technical experience across all SDGs, work across sectors and enable connections to take a holistic approach to digital transformation across society.

Longstanding expertise in supporting governments on digital transformation

UNDP has extensive experience in working with governments across all geographies and levels, providing neutral, expert, and independent support on diverse aspects of their digital transformation, from strategy to technology procurement, as well as convening across public and private sectors and capacity building. UNDP has supported the development of critical public digital infrastructures like digital payments in a range of countries, and continues to support countries assess their digital readiness. Since the onset of the COVID-19 pandemic, UNDP received over 30 requests to support countries to develop their digital strategies. UNDP itself seeks to continually push our digital capabilities and expertise, to ensure we stay ahead of evolving digital opportunities and challenges.

Rights-based, intentionally inclusive, approach

Inclusion and the protection of human rights are core to UNDP's mission. While there is a host of actors who seek to support digital transformation of countries across the public and private sectors, UNDP will continue to advocate for and implement 'intentionally inclusive' approaches to digital development that place people at the centre. This includes longstanding expertise in developing 'gender responsive' approaches.



Proactive consideration of potential risks of digital technology

UNDP recognizes that, along with the benefits that technology can bring, there are also potential risks and challenges, particularly for vulnerable populations. These risks can take different forms, the most serious of which are risks to human rights. To anticipate and mitigate such risks, UNDP takes a critical and rigorous approach to the selection and application of digital technologies and partners.

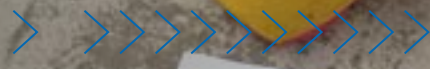
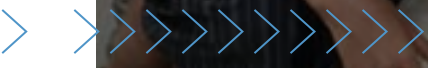
Unparalleled country presence

UNDP operates in 170 countries, including in fragile and conflict-affected areas. UNDP also has strong ties to local digital and innovation ecosystems through the Accelerator Lab Network, which has been set up in 91 locations covering 115 countries. This enables UNDP to develop solutions that are rooted in local ecosystems and which can be scaled and adapted to fit multiple contexts.





Part 2 – Setting the course



Vision and objectives

This renewed Digital Strategy is based on UNDP's experiences implementing the previous Digital Strategy, the Strategic Plan, and its exploration of the outlook for the future of digital development. It is grounded in UNDP's longstanding commitment to eradicating poverty and supporting countries in their progress towards the 2030 Agenda for Sustainable Development³¹, the Paris Agreement³², and the approach outlined in the previous section. It is also supportive of several existing strategies within UNDP, including the IT Strategy 2020-2023, the Data Strategy and the People For 2030 Strategy³³.

UNDP's long-term vision is to help create a world in which **digital is an empowering force for people and planet**.

To make progress towards this long-term vision, UNDP will continue to evolve its two pathways to change, which reflect the programmatic and operational capabilities needed to achieve the following mutually reinforcing objectives:

Pathway 1 – Programmatic objectives

- + **Digitally enabled programming:** Amplify development outcomes by embedding digital across all UNDP programming.
- + **Empowering digital ecosystems:** Support societies in their efforts to create more inclusive and resilient digital ecosystems³⁴.

Pathway 2 – Operational objectives

- + **Digitally native UNDP:** Transform UNDP so that it has fit-for-purpose digital systems, processes, tools, and data, as well as a digitally competent workforce to effectively support the first two objectives.

The following sections will expand upon the three objectives outlined above as well as a set of outcomes that represent the 'changed state' of the organization by the end of the strategy's duration. A non-exhaustive set of example priority initiatives for each outcome is also identified.

To understand how development will change as digital transformation accelerates, UNDP partnered with the Institute for the Future to map possible future scenarios.

Following the Alternative Futures methodology, we developed four possible scenarios that informed the development of Digital Strategy 2022-2025

Please see Annex for the full scenarios.

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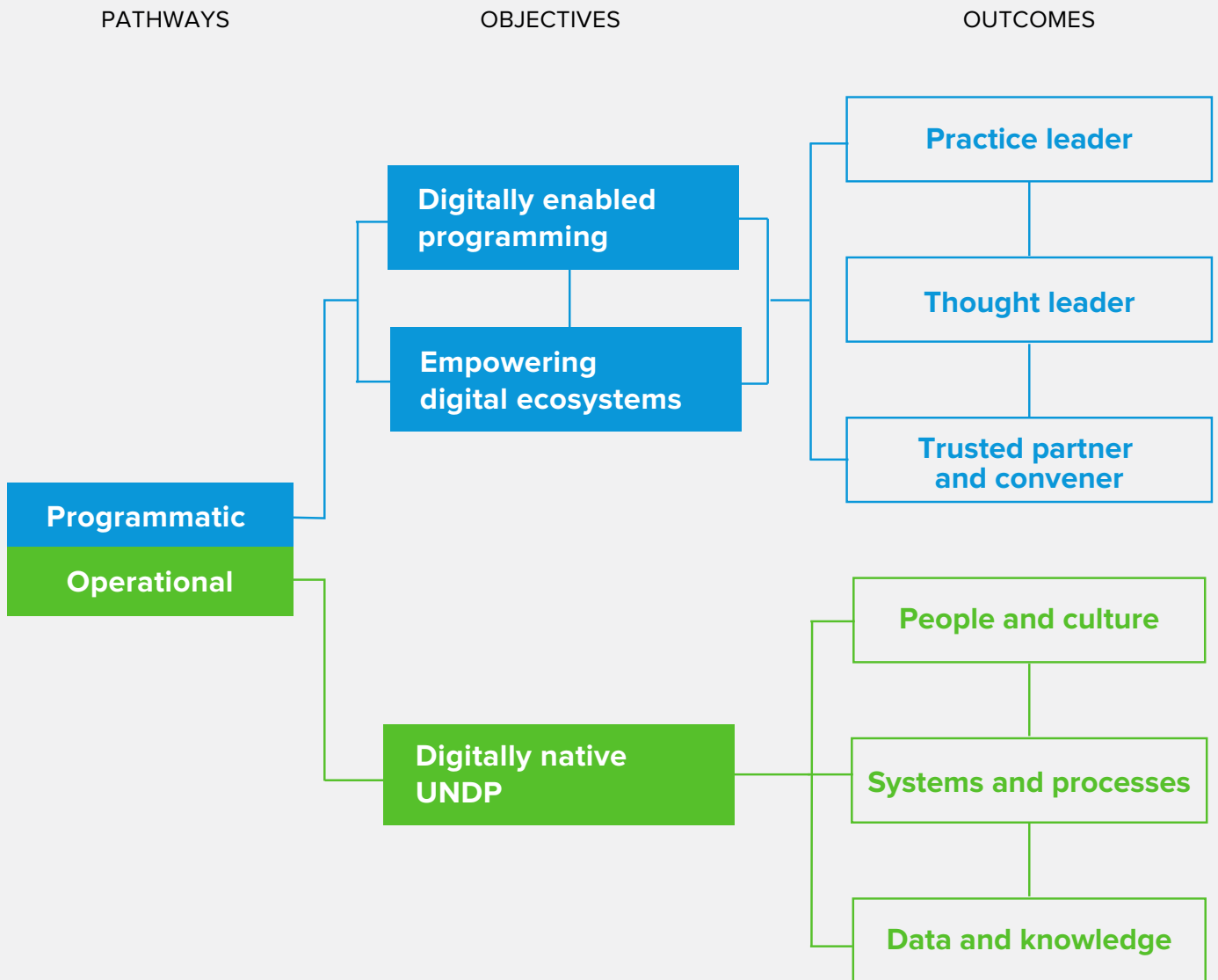


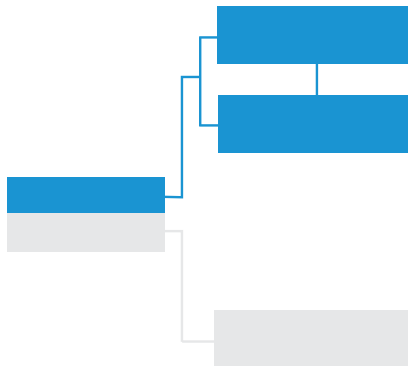
UNDP's long-term vision

To help create a world in which digital is an empowering force for people and planet.



Figure 1 – Digital Strategy 2022-2025 strategic focus





Pathway 1 – Programmatic objectives

This strategy has two mutually reinforcing objectives related to UNDP's programmatic work. The first objective is to embed digital across UNDP's own programming, harnessing the potential of digital technology to accelerate our progress towards the SDGs. Digital technologies offer a radical opportunity to reconsider much of the way UNDP works, bringing fresh tools and possibilities to existing challenges.

The second objective is focused on developing digital ecosystems that are empowering. This means supporting countries in their digital transformation journey at a societal level, and creating a network of actors and systems that ensures that human rights are protected and no one is left behind in this digital environment. Digital transformation can be disruptive and, without concerted action, can bring risks such as loss of transparent system operation, loss of regulation, and increasing inequality. UNDP supports countries to not only harness the clear opportunities that digital technologies bring, but also ensure that those risks are considered and mitigated along the way.

1.A Digitally enabled programming

As noted in previous sections, UNDP has seen a surge in the need, scope and quantity of digital solutions that support the organization's work across all six Signature Solutions identified in the Strategic Plan 2022-2025. This trend is being driven largely by requests from partners seeking in many cases ad-hoc and specific solutions to respond to the impact of the COVID-19 pandemic³⁵.

Our next step is to build on the creativity and experience gained from these initiatives and develop strategic and integrated digital-first approaches across programming in all six Signature Solutions. This means:

- Identifying, sharing and integrating learnings from digital solutions that emerge from UNDP country offices;
- Working to scale proven solutions, including the incorporation of digital public goods³⁶ into UNDP thematic programming as appropriate;
- Understanding how digital approaches can be enhanced by considering enabling factors such as interoperability with other systems, common standards, and global frameworks;
- Clearly articulating the risks and challenges posed by digital technologies in each thematic area, including the importance of a rights-based approach in deploying digital solutions and mitigating their potential negative impact; and
- Scanning the horizon so that new technology developments can be understood, incorporated, and deployed as appropriate.

Ultimately, UNDP will fully incorporate digital into each thematic area of programming in a way that can guide the organization's practice, allowing for innovation to flourish while ensuring overall coherence in digital programming.

Embedding digital in UNDP's programming will be supported by the further rollout of 'Digital by Default', an approach in which digital outputs become a standard consideration of programme design and delivery. This approach is currently being integrated into UNDP's processes along the programme and project life cycle.

1.B Empowering digital ecosystems

The acceleration of digital approaches arising from the COVID-19 pandemic has also led to growing requests from UNDP partners to support more comprehensive digital strategy processes. These requests often arise because of frustration over the fragmentation and lack of coherence in technology implementation and/or because the benefits of digital platforms are not equally distributed³⁷.

UNDP has an opportunity to support partners in building empowering digital ecosystems that benefit all. Grounded in a whole-of-society approach, UNDP can support partners in adopting a holistic and inclusive approach when planning and designing digital public policy. Digital has an impact on all of us: governments, businesses, and civil society. Engaging this broader spectrum of stakeholders in digital innovation supports inclusive design that can empower vulnerable populations to access digital services, help to mitigate risks from digital platforms, and establish accountability. This work will be done in close collaboration with UN system partners and other development actors.

This whole-of-society approach is illustrated below in Figure 2 (*note: this framework is still under development*). UNDP has already supported efforts to develop enabling infrastructure, improve accessibility to digital connectivity and tools, and to support people's capacity to use it in meaningful and responsible ways across several countries. UNDP will continue to strengthen efforts to address risks and harms brought by technology such as cybersecurity, misinformation, and digital privacy concerns that pose threats to democratic governance and social cohesion, following a rights-based approach.

Case Study — Establishing a National Digital Agency in Mauritania

In Mauritania, UNDP is partnering with the Ministry of Digital Transformation, Innovation and Public Sector Modernization (MTNIMA) to advance the country's digital transformation based on a whole-of-society approach. UNDP's offer in-country is focused on strengthening digital foundations, especially through the co-creation of governance, institutional, and financing arrangements.

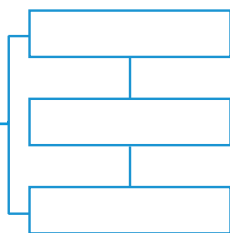
These include the design and operationalization of the Agence numérique de l'Etat (ANETA) that the ministry is planning to establish and will drive digital transformation across ministries, the implementation of a set of priority

initiatives (including a feasibility study for the implementation of a National Digital ID and an e-Cabinet solution), building technical and institutional capacities in various areas including data science and data management, and finally the development of a digital development basket fund to finance priority initiatives.

With these initiatives, UNDP is directly supporting the achievement of Mauritania's national development plan (SCAPP 2016-2030), that highlights the importance of utilizing the potential of digital technology for development, for example in areas such as health and education.

Figure 2 – UNDP’s whole-of-society approach (BETA version)





Pathway 1 – Programmatic outcomes

Related to the two mutually reinforcing programmatic objectives outlined above, UNDP will work towards three outcomes:

1. Practice leader

UNDP is an established global leader of digital development based on its country programming expertise across all regions. UNDP supports its partners in ensuring that digital approaches are rights-based, inclusive and that their benefits are shared by all. UNDP supports partners in developing policies which are rooted in human rights and ethics, and that protect governments and citizens from potential risks such as cybersecurity and data privacy. Rather than build standalone digital solutions, UNDP takes a holistic approach to supporting governments, including developing interoperable digital public infrastructures, local innovation ecosystems, and digital skills building. UNDP continuously innovates its programming portfolio, using foresight and exploring and embracing new digital technologies as they emerge. UNDP actively seeks opportunities to collaborate with the UN System and other development partners in its digital development approaches.

2. Thought leader

UNDP is a global voice of authority on the use of digital technology for development, advocating for and advising on strategic, responsible, and rights-based applications of digital technology. UNDP is a leader in collecting evidence, raising awareness, forging consensus, sharing best practice, and providing guidance on key issues related to the opportunities and risks that arise with digital development.

3. Trusted partner and convenor

UNDP is a trusted partner and convenor across the public and private sectors as well as an active contributor to discourse on inclusive digital ecosystems and digital public goods. UNDP convenes global digital development conversations while aggregating and leveraging its insights from its presence in the Global South. Within the UN System, at country, regional and global levels, UNDP works closely with other agencies and serves as an integrator and to ensure digital approaches are coherent.

Programmatic outcomes – Example initiatives

Practice leader

A whole-of-society digital transformation offer

Support countries in designing and developing inclusive digital ecosystems based on a whole-of-society approach that leaves no one behind. A holistic, cross-sectoral national digital strategy, supported by local and global partners and thematic expertise such as in gender, will help countries identify goals, monitor progress and attract investment. This can then be followed by implementation support across a number of areas. As a starting point, UNDP has developed an inclusive framework that provides overarching, whole-of-society guidance, as well as a rapid digital readiness assessment that provides a high-level snapshot of digital opportunities and challenges.

Digitally enabled Signature Solutions

Continue to strategically integrate digital across UNDP programming, supporting the formulation and implementation of sectoral (e.g. digital health, digital finance, etc.) and thematic (e.g. gender, smart cities, etc.) strategies and offers that leverage digital technology for partner governments. A “Digital Guide” will be developed for each of the six UNDP Signature Solutions, outlining how digital technology can be meaningfully deployed in the respective thematic area. The Digital Guides will be based on both good practices from UNDP country offices as well as landscaping reviews across the development community.

Scalable innovations

Incorporate experiences from country offices and regional bureaux, UNDP will identify, adapt, and deploy frontier technologies such as artificial intelligence (AI), data, blockchain, and Internet of Things to support programming. UNDP will take a user-centred approach so our work with governments is in service of those farthest behind, and always promotes human rights. Digital innovations will be identified both through a bottom-up approach, elevating scalable solutions from country offices and regional bureaux, and through a top-down approach whereby strategic priorities are identified and supported through programmes such as the Digital X Scale Accelerator - a UNDP accelerator programme for bold and high-impact digital solutions - or the data collaboration initiative with GIZ through which we are creating a blueprint for data collaboration at the local level for countries.

Thought leader

Forward-looking insights for digital development

Develop knowledge products, integrating UNDP country office experience with foresight and horizon-scanning³⁸, to influence discourse and guide development practice to support inclusive digital development. Focus areas will include emerging issues such as: misinformation, online safety for women, digital platforms for sustainable energy financing, and the impact of new technologies on development outcomes, with a particular focus on fragile and conflict-affected states.

Technical guidance

Develop practical resources to help our country offices and development partners navigate new digital ecosystems, and understand better the benefits and challenges of specific technologies (e.g. open source platforms vs. proprietary solutions). Help UNDP partners effectively manage digital technology, including potential risks related to cybersecurity, data privacy, misinformation, and other areas emerging as priorities informed by country offices, and to ensure that lessons learned, knowledge and insights are shared across regions. In particular, emphasize the development of resources that support the deployment of digital public goods, and other responsible digital technologies.

Global norms and standards

Convene partners for dialogues to develop and bridge country-level best practices to the development and implementation of global norms and standards, including for data privacy and protection, ethics, and human rights.

Trusted partner and convenor

Public-private dialogue on digital development

Convene key stakeholders to foster collaboration and innovation in order to close the digital divide. UNDP will continue to establish public-private partnerships, particularly with the technology sector, through its leading roles such as board member of [Digital Public Good Alliance](#), board member of the [WEF EDISON Alliance](#), and co-chair of the [WEF 2030 Vision platform](#).

Digital cooperation process

Lead/participate in key digital cooperation processes, including the Secretary-General's Roadmap for Digital Cooperation and in the rollout of Our Common Agenda implementation such as the Summit of the Future and the Global Digital Compact.

Strategic UNDP technology partnerships

Develop corporate-wide guidance on engagement with technology companies in accordance with our principles, to ensure that partnerships promote rights-based and inclusive applications of digital technology, and strengthen local digital ecosystems. In particular, UNDP will develop corporate guidance on engaging with platforms that may be (mis)used as a launchpad for disinformation, hate speech or political violence.

Case Study — Digital Public Goods Alliance

As a governing member and co-host of the Digital Public Goods Alliance, UNDP will lead global cooperation on building digital commons, catalyzing critical conversations on the role of the global south and local digital ecosystems as builders and implementers of inclusive, equitable and safe digital foundations and ecosystems through the discovery and adoption of digital public goods (DPGs).

UNDP will support countries to implement open and secure digital platforms that enable

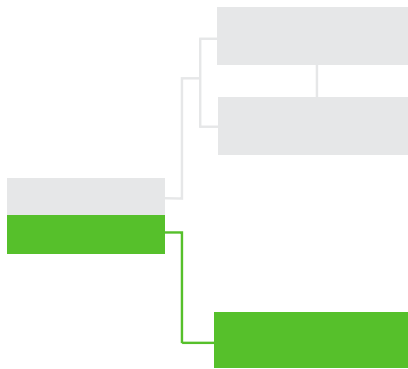
a community of public and private sector actors to unlock transformative solutions to solve development challenges faced by countries, such as in poverty alleviation, energy access and other thematic areas of UNDP's six signature solutions.

Through partnership and UNDP's role as a neutral convener, UNDP will drive collective actions and capacity flows to countries, championing robust governance and regulatory frameworks to protect human rights, and enable economic and social inclusion.

Case Study — Gender equality and digital transformation

Embedding digital across UNDP's existing thematic areas is one of the core aspects of this strategy. The gender team have already been working on this for some time and have developed a number of key entry points for gender equality and digital transformation. These will form a core part of the forthcoming Gender Equality Strategy.

- Ensure national digital strategies and policies are gender responsive (i.e., include women at the decision-making level and at the design and implementation stage, identify and address the different aspects of the gender digital divide, etc.).
- Promote women's economic empowerment through use of and access to digital tools for income generation and entrepreneurship.
- Ensure women and girls become active creators/producers in the digital economy, not just consumers.
- Ensure digital public services (such as social protection payments) are gender-responsive and accessible for women and girls.
- Improve women's and girls' access and use of foundational digital infrastructure, including (mobile) connectivity, digital ID, digital finance.
- Ensure and promote online safety for women and girls.



Pathway 2 – Operational objective

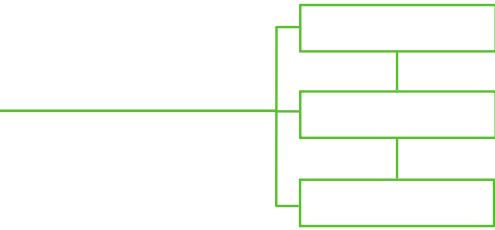
Digitally native UNDP

The third objective is to continue UNDP's internal transformation towards fit-for-purpose digital systems, processes, tools, data, and a digitally competent workforce that will effectively advance the first two objectives. The Digital Strategy 2022-2025 serves as the overarching framework for digital across UNDP, with the Data Strategy, IT Strategy and People 2030 Strategy and Competency Framework³⁹ providing additional depth and structure for their respective areas.

Based on the new People 2030 Strategy and Competency Framework, UNDP will continue to strengthen digital capacity building of UNDP personnel and to attract a diverse and digitally capable talent pool. This will include ensuring that gender is embedded throughout digital activities.

UNDP will lead by example and adopt best practices in the development and use of digital technologies, tools, and platforms to enhance our internal performance and render more effective services. This will be carried out according to the UNDP IT Strategy 2020-2023.

Responsible data collection, management, use, and analysis are increasingly fundamental for UNDP's work. UNDP will implement the 2022 Data Strategy and Knowledge Management Strategy⁴⁰ to ensure that UNDP becomes a data-driven organization with greater knowledge management capabilities.



Pathway 2 – Operational outcomes

Three outcomes have been defined that will help achieve the objective of a digitally native UNDP:

1. People and culture

UNDP has an agile and innovative culture with a digitally competent workforce.

2. Systems and processes

UNDP will continue to build a fit-for-purpose digital infrastructure, including systems and tools that enable continuous service and process improvements, and delivery of high quality and cost-effective services.

3. Data and knowledge

UNDP leverages data and knowledge as strategic assets. UNDP conducts inclusive, rights-based, and sustainable data collection and management, use, and analysis. UNDP's evolving knowledge management work ensures that evidence is shared to inform decision making, and that learning systems are in place to continually iterate and enhance the organizations' ability to respond to emergent complexity.

Operational outcomes – Example initiatives

People and culture

Digital Advocates Network

Empower and leverage the Digital Advocates Network, a network launched in 2021, with over 120 people from across UNDP. Every country office, regional bureau, and HQ division has one Digital Advocate to drive digital change in their teams.

Digital capacity-building

Introduce the Digital Fitness Programme, a digital training curriculum that will launch in early 2022 to help country offices improve their digital maturity in terms of capabilities, mindsets, and activities.⁴¹ Additionally, UNDP's Office of Human Resources (OHR) will offer a set of certificate courses to UNDP senior leaders in the domains of data, analytics, evidence-based decision making and digitalization, as part of the Excellence in Business Management domain of the Leaders for 2030 programme.

Digital capabilities and competencies

Firstly, create an organizational landscape analysis for digital skills based on the results of the organizational capability assessment exercise conducted in late 2021 by OHR, Bureau for Policy and Programme Support (BPPS), and the Crisis Bureau (CB). This will help identify where to focus recruitment and talent development efforts, to ensure that UNDP invests in and builds skills that are currently lacking.

Secondly, review standard job profiles/roles, and add new digital-related competencies in job profiles based on the new People 2030 Strategy and Competency Framework. This includes competences that will help drive the culture we need, including digital awareness and literacy in the cross-functional competences, and 'think innovatively' and 'act with agility' in the behavioural competences.

New ways of working

Organization-wide efforts to work in more agile, adaptive, and responsive ways are already underway, accelerated by COVID-19 and by the rapidly changing local and global environments. Adoption and use of new corporate digital platforms and remote work will continue to be key elements of creating a hybrid workplace. Moreover, the Accelerator Labs, the Strategic Innovation Unit and others, have already been working on creating a culture of innovation and will continue playing a key role going forward. UNDP will continue to increase usage of innovative approaches like foresight and collective sense-making, and service design.

Systems and processes

UNDP's IT Strategy 2020-2023 focuses primarily on ensuring that systems and processes are in place to enable the organization to achieve digital transformation. The strategy includes seven critical outcomes aimed at ensuring that IT is a service-oriented business partner for the organization, able to quickly develop new services, offer high quality data management support, and provide security for UNDP's digital environment and data assets.

Over the course of this strategy, UNDP will continue to implement the IT Strategy, while also driving the following complementary initiatives:

Digital by Default

Embed digital into standard UNDP processes – such as Country Programme Documents, corporate reporting processes, procurement processes, risk registers, etc.

Acceleration of digitization

Strengthen ICT infrastructure for country offices without adequate connectivity and tools, and fully digitize UNDP documentation.

Ensuring wide adoption and use of corporate-wide solutions

Provide training to relevant UNDP personnel and develop policies and procedures to ensure new corporate-wide solutions such as Quantum (UNDP's new management system), UNall (UNDP's service management platform), UNITY (UNDP's donor and resource mobilization system), UNDP's Data Futures platform⁴² and other corporate digital solutions are used effectively. In addition, ensure that these systems are made available to partner agencies, and adapted to their needs where appropriate.

Leverage digital approaches to optimize business processes

Review key areas such as procurement, HR, and finance to maximize the use of digital and to further streamline business processes to align with the fast-paced digital ecosystem in which UNDP operates.

Updating existing policies and procedures

Revise existing Programme and Operations Policies and Procedures (POPP) to better adapt to digital-related opportunities and challenges.⁴³

Data and knowledge

UNDP has made significant investments in a corporate data architecture that includes cutting-edge self-service storage, distribution, and analysis tools. It will continue to strengthen digital infrastructure, tools, governance, and capacity-building to ensure that data and knowledge can be used as strategic assets. UNDP's Data Strategy lays the foundation for an in-depth review of UNDP's data needs and ensures that governance processes are in place to manage data in a manner that is effective and ethical, with clear lines of escalation for any issues that arise. Organization-wide data capacity building activities are in place to foster a workforce that is future-ready and can harness data in daily workflows.

Data guiderails for values-driven governance processes

Publish a set of data guiderails to empower a 'self-service' governance approach, where teams and individuals across the organization can easily find topics that direct them to extract maximum value from data. These guiderails will cover a comprehensive spectrum of topics including, but not limited to, usage, sharing, privacy, retention, acquisition, compliance, security, masking, quality management, transparency, standardization, integrations, and technology. The data guiderails will be continuously improved and new guide rails will be added on emerging topics.

Decision-making structure

Continue to strengthen the Data Governance Group⁴⁴. It will use a 'govern-by-exception' model to reduce the drag in operationalizing initiatives that follow the established data guiderails and provide guidance and prioritization to strategic data initiatives and use cases.

Strong data culture

Build a data community aimed towards changing the mindset of the organization to leverage data as a shared, strategic asset for all of UNDP with consistent, transparent standards for analysis and collection. We will foster a culture that values openness and sharing by default by taking an integrated whole-of-UN approach that enables more synergy through sharing and data interoperability. Continue to provide knowledge-sharing and learning opportunities such as 'Data Thursdays,' a series of webinars on different data-related themes.

Data-savvy global workforce

Provide basic data training for the entire organization and deliver specialized training around data analysis, data visualization, machine learning, and other emerging technologies and approaches on-demand. In addition, provide support to teams and country offices to onboard new skills required to transform data and analytics into valuable insights.

Future-ready green data infrastructure and tools

Develop a unified data hub with a data lake and a corporate data catalogue to enable UNDP staff to 'self-serve' their data needs. Continue to develop innovative uses for UNDP's data.

New strategy for knowledge management (pending)

The forthcoming knowledge management strategy is connecting the organization vertically and horizontally through world-class thought leadership, dynamic knowledge networks and through real-time application of knowledge. The first objective will seek to connect UNDP's global-to-local and local-to-global knowledge to ensure it is available in real time. The second objective will emphasise dynamic learning and dedicated spaces for cross-disciplinary collaboration.



**Part 3 – Strategy
implementation approach
and measuring results**



The following section outlines the approach to implementing and monitoring the strategy for the duration of this strategy.

Given that digital technology and its role in development are constantly evolving, it is critical for us to take an agile and collaborative approach. The implementation of the strategy will therefore undergo a refresh after the initial two years. This will be a chance to reflect on UNDP's successes mid-way through and allow for any necessary shifts based on emerging insights and in response to local demands.

Ensuring direction and accountability

The Chief Digital Officer will be the executive champion and senior official accountable for this strategy and will coordinate implementation across the different levels of the organization. In addition:

The Executive Group (EG)⁴⁵, supported by the Organizational Performance Group (OPG)⁴⁶ as necessary, will continue to provide guidance on the overall strategic direction of the implementation of Digital Strategy 2022-2025;

The Digital Governance Group (DGG) will continue to serve as a primary mechanism for resource allocation for operationally oriented, non-recurring digital investments. The DGG will also regularly review the progress of the strategy's implementation;

A 'sounding board', comprising a group of 5-10 annually selected and rotating Resident Representatives, once established, will advise on the programmatic and country-facing initiatives.

Additional advisory mechanisms may be considered over the implementation period of the strategy (including government, civil society, academia, and private sector) in order to ensure ongoing relevance of UNDP's digital work.

Monitoring implementation

The day-to-day monitoring of the strategy implementation will be the responsibility of the Chief Digital Officer. As mentioned above, the Digital Governance Group will monitor the implementation of the strategy on a half-yearly basis, including the updating of the implementation plan.

The implementation plan will cover 2022-2023 and will be updated at the end of 2023 to cover the following two-year period. This will allow the implementation of the strategy to remain agile and adapt as needed to the rapidly changing digital development landscape.

The implementation of Digital Strategy 2022-2025 will be aligned and monitored closely with the following corporate strategies (and their associated governance mechanisms) due to the interdependencies during implementation:

- The UNDP IT Strategy
- The UNDP Data Strategy
- The UNDP People for 2030 Strategy
- The UNDP Gender Equality Strategy

Under the leadership of the Chief Digital Officer, risks related to the implementation of the strategy will be identified and managed/escalated in accordance with the organization's Enterprise Risk Management policies and procedures.

Risk identification and monitoring will include two main types of risks:

Risks related to digital technology/digital development

These are emergent risks related to the evolution in digital technologies and interactions with our partners and/or the development context. For example: the risk that the persistent digital divide becomes a major driver of inequality in the contexts in which we work.

Risks directly related to UNDP's ability to deliver the strategy

These include risks related to UNDP's digital transformation. For example: the risk of insufficient capabilities in the organization to meet the objectives of the Digital Strategy.

Digital transformation roles and responsibilities

The successful implementation of Digital Strategy 2022-2025 will require shared ownership of digital transformation throughout the organization.

As mentioned above, the Chief Digital Office will continue to lead, coordinate, and support the digital transformation effort. However, the nature of that support will shift over time. As indicated in Figure 3, as the maturity of UNDP's digital transformation progresses, the digital transformation support roles will shift as the capabilities of the broader organization increase.

For the duration of this strategy, UNDP central and regional bureaux, together with the country offices, will take on the primary role for driving and supporting digital execution as the Chief Digital Office focuses on strategic positioning, capabilities building, digital innovation and scaling support (including Digital Public Goods), best practices dissemination, digital partnerships and thought leadership in specific substantive areas as necessary⁴⁷.

Figure 3 — Digital maturity progression in UNDP

Initial state
2019

Current state
2021

Target state
2025



Chief Digital Office

The Chief Digital Office helps to accelerate the digital transformation by focusing on strategic transformation topics, execution and providing critical capabilities at the beginning. With a growing digital maturity, the Bureaux and Country Offices begin to drive most digital execution with the Chief Digital Office having a supportive role.

Embedded

Digital execution is fully distributed and embedded throughout the organization, including Country Offices.

Digital is at the core of planning and execution across all countries and functional areas, including programmatic and operational issues.

The Chief Digital Office fully transitions to a digital hub/ center of excellence that is integrated in the organization. Focus is on thought leadership/ policy and practice support in specific areas, coordinating best practice exchange, scaling of digital solutions, horizon scanning and partnerships.

New trends or technologies – or flagship initiatives - may require a corporate approach for leadership/adoption within the organization.

Distributed

Bureaux drive digital execution across Country Offices and functional Areas within established corporate strategies and frameworks.

The Chief Digital Office begins transition to a hub/ center of excellence, focusing on specific areas of thought leadership/ policy and practice support, scaling of digital capabilities, digital solution scaling, best practices dissemination and partnerships.

The Chief Digital Office continues to provide transformation management and coordination.

Hybrid

The Chief Digital Office focusses on setting global frameworks to digitally enable and support regional and country teams.

Bureaux build digital execution capabilities (programmatic and operational) across country offices and functional areas.

Corporate

UNDP appoints corporate digital lead to own digital agenda across the organization.

Corporate digital capabilities and execution to deliver and scale solutions.

Opportunistic

Digital solutions are scattered across the organization.

Digital capacity and capability is dispersed across the organization.

Achieving the 'Distributed' and 'Embedded' states outlined in Figure 3 will require a networked approach of UNDP's various functions and levels. Specifically:

Country offices will be the primary drivers of digital programme design and implementation in the field. They will be supported by networked Digital Advocates with specialized training as well as ICT associates who will support the rollout of new corporate systems and processes. Country offices will have the option to participate in the Digital Fitness Programme aimed at establishing robust digital capacities inside UNDP (see initiatives under 'People and culture' in previous section).

Accelerator Labs will support innovation of digital solutions based on the local context and through country-led experimentation. As a network, labs will also share emerging practices across country offices and codify learning based on digital and other solutions as part of the effort to enable scaling of digital innovation across UNDP.

Regional bureaux will continue to be the first backstop for country office support, while identifying regional programmatic opportunities and leading regional digital partnerships. They will have a Digital Facilitator who is part of the Digital Advocates Network, enabling cross-country and regional sharing of digital expertise and resources. Regional Innovation Advisors, who are part of the global Strategic Innovation Unit, can provide support to help assess how an office is leveraging digital assets across its projects as part of a broader portfolio sensemaking exercise; and help identify opportunities for strategic deployment of digital in the context of the development of new portfolio offers for government counterparts.

Global headquarters will provide corporate guidance and support for the application of digital to programming as well as digital systems and process support. The Bureau for Policy and Programme Support (BPPS) and the Crisis Bureau (CB) teams will create policies, guidance, and assist with programming design for digital work in specific thematic areas. The Bureau for Management Services (BMS) will create policies, guidance, and tools to support the digital transformation of corporate operational processes including the modernization and deployment of corporate systems. The Bureau for External Relations and Advocacy (BERA) will continue to develop key partnerships in support of corporate transformation. Headquarters units will also support knowledge management efforts for digital approaches across various areas.

Global policy centres/centres of excellence provide an opportunity to extend UNDP's capacity in specific policy/thought leadership areas. Existing Global Policy Centres such as the Global Centre for Technology, Innovation, and Sustainable Development in Singapore and the Oslo Governance Centre will continue to make important policy and research contributions to UNDP's digital work. To reinforce UNDP's capacity in specific areas related to digital technology, additional 'Centres of Excellence' will also be considered.

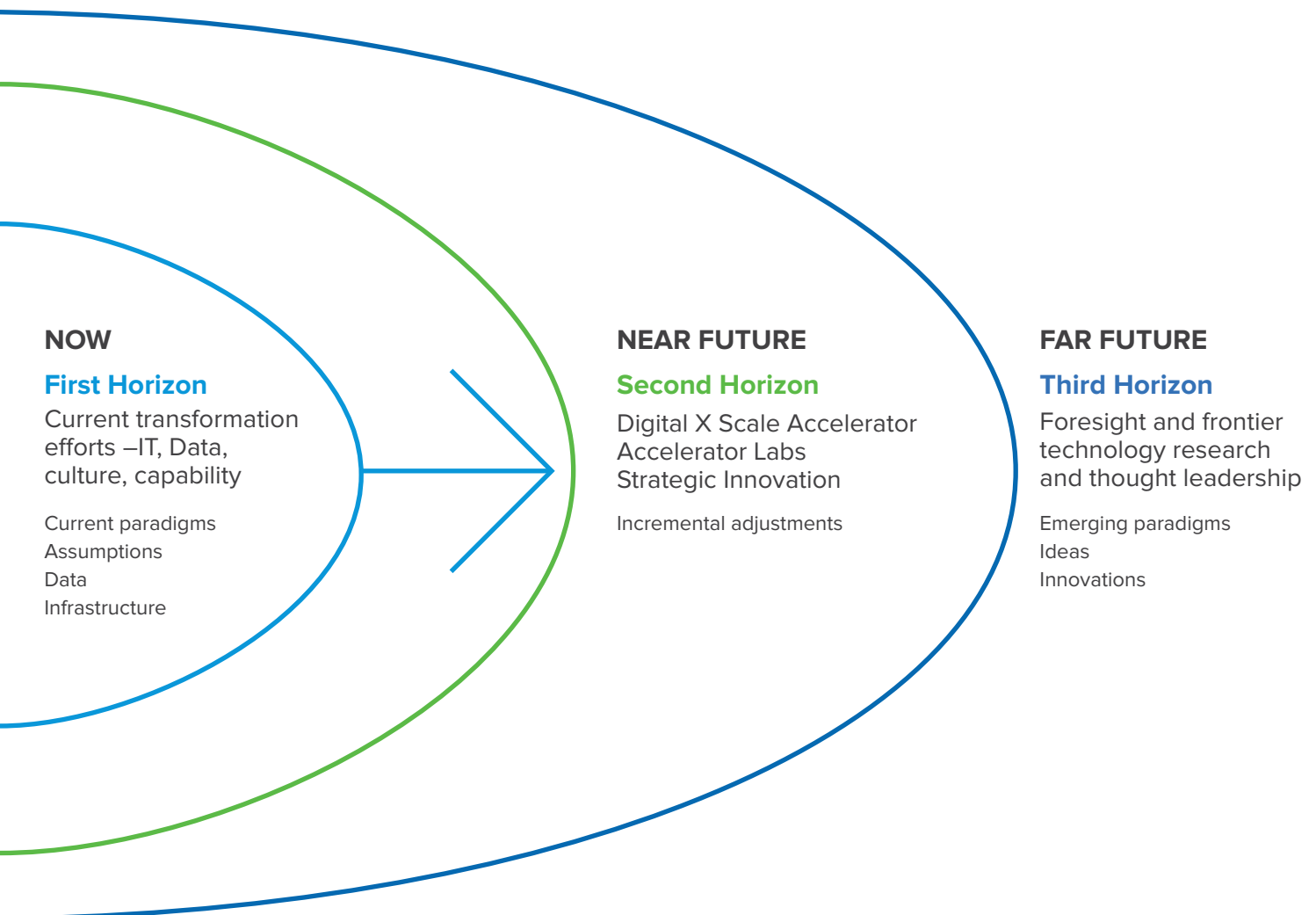
Scanning the horizon for what's next

Given the accelerating pace of change of digital technology and the likelihood of associated disruptions, it is important to support the implementation of the Digital Strategy with a capability to identify new and emerging technologies and technology-related impacts on the development context, on people and planet.

Working with others across the organization, the Chief Digital Office will lead on building continuous forward-looking capability and resources for the organization in frontier areas that serve as key enablers. CDO will undertake horizon scanning, strategic foresight, and the development of new digital approaches as part of cross-cutting digital offers, collaborating with the Bureau for Policy and Programme Support (BPPS), Crisis Bureau (CB), Bureau for Management Services (BMS), regional bureaux, Global Policy Centres, and others.

To ensure maximum organizational agility in anticipating new trends, there will be a need for work across multiple horizons spanning from the now to the near future to the far future (see Figure 4).

Figure 4 - Horizon scanning⁴⁸



Partnerships and communications

Partnerships are a critical part of UNDP's digital transformation.

At the country level, UNDP will partner with other members of the UN country team, working closely with the Resident Coordinator to make available UNDP's digital development expertise as a core UN offer. UNDP will also convene, empower, and collaborate with local digital ecosystem players.

At the regional level, UNDP will pursue common agendas, such as on data, with the regional UN commissions and regional bodies to advocate for inclusive digital transformation. UNDP will also engage with leading digital organizations in the regions to advocate for and collaborate on key issues.

Globally, UNDP will continue to participate and lead in relevant global and multi-stakeholder alliances, including the Secretary-General's Roadmap for Digital Cooperation and Our Common Agenda to bring insights and strengthen the UN's role in protecting marginalized people. UNDP will also pursue partnerships with global technology companies to access digital expertise and engage on issues related to the responsible and sustainable use of technology. UNDP will build coalitions such as working with digital rights-focused think tanks to create participatory approaches that can hold stakeholders accountable.

The Chief Digital Office will provide overall leadership and serve as a focal point, working with the Finance Sector Hub and Bureau for External Relations and Advocacy (BERA) for a more systematic and coordinated approach across the organization, for agile partnerships related to digital technologies.

Clear communications and strategic advocacy are also critical enablers during digital transformation. The Chief Digital Office will work in close collaboration with BERA to develop coordinated, consistent, and compelling communications on UNDP's digital work both internally and externally to inspire people to engage and act to close the digital divide in development. To bring more strategic coherence and greater efficiencies in the digital communications ecosystem, UNDP will have a more robust and effective digital communications governance.

For external audiences, UNDP will continue to advocate for digital transformation with governments and partners we work with and will increase efforts to raise general awareness of digital development issues and nurture new strategic collaborations towards a shared vision. The Digital Strategy's objectives will be strengthened via BERA's External Engagement Strategy, which highlights how digital is amplifying the impact of UNDP's work in priority areas including inequality, climate change and crisis.

For internal UNDP audiences, communication will be key to driving a shared understanding and common language, as well as sparking institutional change and building momentum for continuous transformation at different stages. A rigorous, compelling, and influential internal communications strategy will aid in this objective. Digital communication platforms are critical for UNDP's global communications goals. Ensuring that UNDP has up-to-date platforms and tools for its communication efforts will continue to be an important part of its efforts to become a digitally native organization as laid out in previous sections.

Measurement and reporting

The Digital Strategy will leverage existing measurement and reporting mechanisms in the organization while developing new and modern methods to ensure tracking of progress and success:

Leveraging existing mechanisms: The organization-wide adoption and implementation of Digital by Default will provide measurement metrics that can be fully integrated into UNDP's existing results reporting mechanisms, such as the Results-Oriented Analysis Report (ROAR) and the Country Programme Document. This effort will be guided and supported by the Chief Digital Office.

Alignment with Strategic Plan: Measurement metrics will also be closely aligned with the Integrated Results and Resources Framework (IRRF) of the Strategic Plan 2022-2025, both on the high-level development outcomes and organizational effectiveness and efficiency.

Agile measurement as needed: Given the fast speed of digital development, flexible measures such as the "Objectives and Key Results" system, a collaborative goal-setting methodology that is widely used in technology companies and fit for quick iteration, could be considered, and other commonly used agile metrics would be introduced as appropriate.



Annex

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Assessment of progress to date

The overall demand for digital support has significantly increased since 2019⁴⁹ and the COVID-19 pandemic has provided impetus for accelerating digital transformation.

This surge in demand is also echoed in the results of an interim reporting exercise conducted by UNDP in September 2021⁵⁰ which tracks the reporting of UNDP’s programmatic and operational responses to COVID-19.⁵¹ The analysis showed that UNDP adopted over 580 digital solutions in 82 countries, including 96 data collection systems, 71 e-commerce systems, 61 e-learning platforms, and 149 e-governance systems. Further, digital solutions played a significant part in the development of projects under the Rapid Financing Facility (RFF). One third (27 percent) of the overall 129 proposals focused on digital disruption and innovation. The RFF project, totalling US\$104 million, was established to catalyse UNDP’s “COVID 2.0” offer – Beyond Recovery: Towards 2030⁵² which shows the significance of digital solutions playing a part in UNDP’s COVID-19 response.

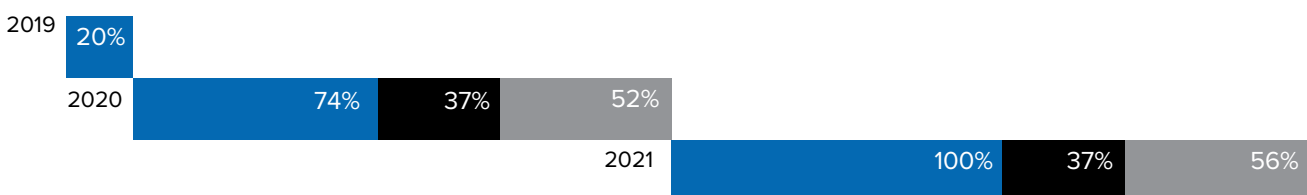
UNDP’s COVID-19 responses have taken a wide variety of forms, each tailored to the specific needs of the relevant communities and country partners. In Rwanda, five robots donated by UNDP assisted staff at two COVID-19 treatment centres in Kigali as well as the international airport, scanning people for those who might be infected. UNDP also participated in robot deployment programmes in Nepal⁵³ and Viet Nam⁵⁴, where robots performed non-clinical tasks in hospital isolation wards. In Tanzania, UNDP partnered with local stakeholders to 3D-print vital personal protective equipment (PPEs) to support the pandemic response⁵⁵. And in Singapore, UNDP’s Global Centre for Technology, Innovation, and Sustainable Development launched an open-source digital toolkit to accelerate the digital response to COVID-19.⁵⁶

Beyond the response to the pandemic, the increasing number of support requests (299) addressed to the Chief Digital Office as of October 2021 also illustrates the high demand for digital support across UNDP. Ninety-four country offices (29 percent from the Regional Bureau for Africa (RBA), 27 percent from the Regional Bureau for Asia and the Pacific (RBAP), 22 percent from the Regional Bureau for Europe and the CIS (RBEC), 30 percent from the Regional Bureau for Latin America and the Caribbean (RBLAC), and 9 percent from the Regional Bureau for Arab State (RBAS)) or UNDP business units (2 percent HQ) received support ranging from ad hoc readiness assessments, general advisory, sourcing consultants/vendors, technology expertise, and documentation review to other forms of digital support.⁵⁷

An analysis of 52 newly approved Country Programme Documents (CPD) from 2019 to 2021 confirmed a significant increase in digital adoption within government agreements. More than 50 percent of the countries have anchored digital contexts, outcomes, and indicators in the country programmes and respective resources and results frameworks (RRF) (see table below).

Digital adoption in CPDs

- With **digital references** in their programmes
- With **digital outcomes** as part of the RRF
- With **digital indicators** as part of the RRF



This government partner-driven adoption is also mirrored in UNDP’s expanding use and implementation of digital solutions, and the focus on data in UNDP work has increased. All regional bureaux have various projects at different levels of maturity, led by the regional bureau or country office, that make use of digital technology to facilitate and safeguard data exchange infrastructure to improve service provision, and to use new sources of data to generate insights to close the digital divide.

On the operational side, new organizational and governance structures such as the Chief Digital Office, Data Governance Group⁵⁸, and Digital Governance Group⁵⁹ have been established. In March 2020, UNDP approved an IT Strategy aligned with its digital transformation aspirations. This has enabled the deployment of UNall⁶⁰, and the new Quantum enterprise management platform⁶¹. Other notable changes include the adoption of Digital by Default processes, the establishment of new global digital partnerships, and additional core infrastructure central to digital transformation such as the adoption of digital collaboration tools, the Data Futures Platform⁶² and the recently deployed digital identity management framework⁶³.

However, this transformation has not been without its challenges. These include issues such as fragmentation of systems and data due to the decentralized nature of the organization, lack of a strategic and consistent approach to the use of digital technology in programming, insufficient digital and data literacy across UNDP, lack of digital skills for efficient use of tools and technology, weak digitization and automation of services in procurement, HR, and other business processes as well as programme reporting, and ongoing systems integration to serve our digital development role in countries.

This snapshot of UNDP at present shows an organization in full transition. Clearly a significant and much needed shift in UNDP's digital approach and capabilities is underway, with a number of challenges still present. Now is the time to build on this momentum to consolidate what has been achieved thus far and push to ensure that UNDP can continue to be a leader in digital development, capable of supporting its partners worldwide with relevant and agile digital support. Given the current and emerging power of new technologies, the full achievement of the SDGs will depend on the collective ability of UNDP and its partners globally to ensure that digital technology is harnessed as a positive means to empower both people and planet.

Case Study — United Nations Volunteer Programme

UNDP's associated entities have also undergone significant digital transformation. The United Nations Volunteer Programme (UNV) has strategically prioritized the undertaking of a Digital Transformation leading to new organizational capabilities to become the main global volunteer organization for international peace and development, and the first partner of choice for cost-effective talent solutions in the UN System. For example, UNV launched a corporate service desk solution, supported by AI chatbots, self-service knowledge articles, and an AI-powered case engine. These AI-powered chatbots respond to over 15,000 monthly inquiries, permitting UNV staff to dedicate their time to higher complexity cases.

This solution was implemented in conceptual synergy with UNDP's UNall platform.

UNV also launched the Unified Volunteering Platform (UVP), which merged processes, systems, and databases of previously separate Onsite and Online assignments and candidates. Powered by AI, it performs over 75,000 monthly longlisting matches, supporting the work of UNV Recruiters as well as Host Entities. Implementation of the robotic process automation, which was made possible by efficient collaboration between UNV and UNDP teams, resulted in the removal of over 30,000 monthly manual actions related to Atlas (ERP) operations. These efforts are taken within the framework of the Quantum project.

Current digital assets

UNDP has a number of existing assets that will continue to support the implementation of the digital strategy. The table below is an indicative list of the diverse decentralized digital resources across the organization that are meant to support digital programming.

Capabilities and capacities	Setup	Description
Chief Digital Office	HQ	The Chief Digital Office under the leadership of the Chief Digital Officer plays a leadership role in the development and implementation of UNDP's Digital Strategy. Working across the organization, the Chief Digital Office will lead the development of digital expertise; multi-sectoral and multi-division collaboration; digital partnerships; knowledge management and communities of practice.
Accelerator Labs	BPPS / country offices	The network of 91 labs established in 2019 covering 115 countries with approx. 273 designated staff members support local innovation and creates solutions that are tailored to the local context. In many ways, the labs serve as an "engine" of innovation and creativity at the country level, and fuel the decentralized digital innovation and experimentation process, and have increased the data collection across country offices. ⁶⁴
Global Finance Sector Hub	BERA / BPPS	Established in April 2019, the hub enables governments, the private sector, and international financial institutions to accelerate financing for the the Sustainable Development Goals.
Network of Global Centres	BPPS	UNDP has a network of global centres, created in partnership with member states on time-bound development priorities such as the Global Centre for Technology, Innovation and Sustainable Development in Singapore and the Oslo Governance Centre in Norway. The centres play critical roles in partnership with the Chief Digital Office in testing and developing global offers on specific emerging areas such as misinformation, smart cities and digital agriculture. These tests and experimentation in collaboration with pilot country offices contribute significantly to the advancement of the Digital Strategy 2022-2025 priority programmatic initiatives and results.
Global Policy Network (GPN)	BPPS/CB	The UNDP Global Policy Network (GPN) is a network of global experts and practitioners, including on digital thematic areas, from local to global, currently anchored by the Bureau for Policy and Programme Support (BPPS) and the Crisis Bureau (CB). Both BPPS and the CB provide thematic guidance on strategic applications of digital programming that help the organization stay ahead of the growing digital divide. Supported by the Chief Digital Office, GPN will co-create digital guides to help the organization be at the forefront of creating knowledge on responsible digital approaches across UNDP's programming work, collaborating with countries to build on the successes of digital and inform the future direction of thematic digital programming.
Strategic Innovation Unit (SIU)	BPPS / Regional Hubs	The Strategic Innovation Unit (SIU) leads the process of embedding innovation in UNDP's work, working closely with the GPN, Chief Digital Office, regional bureaux, country offices, and other internal and external stakeholders.
Information and Technology Management (ITM)	BMS	The Bureau for Management Services' (BMS) ICT division is responsible for implementing the IT strategy and oversees the development and improvement of UNDP's ICT infrastructure.
Regional centres or regional advisors' and teams	Regional hubs	In some cases, bureaux have established regional centres, digital lead roles or hired external consultants with the bureaux to tackle a contextualised approach towards digital transformation

Digital Advocates Network	Country offices	The advocates are part-time champions for the digital transformation of UNDP. The Digital Advocates Network is a community which promotes digital and builds capacity through training and exchange of knowledge to further the digital maturity of UNDP country offices. 120 people have been nominated and onboarded as of November 2021, with one advocate in each country office, with around 30 percent of advocates also being Accelerator Lab staff.
Digital Committees	Country offices	Digital Committees have been established at the country level for programming including thematic, innovation and operations members.
ICT Manager Network	Country offices	A decentralized network of ICT managers which conducts exchanges on a frequent basis with the aim of achieving alignment on IT best practices across the organization to ensure that all staff have access to and know how to utilize IT tools and solutions to support their work.
Digital Communicators Network	Country offices	A network of communications practitioners from across UNDP country offices and regional bureaux, led by BERA (Bureau for External Relations and Advocacy).
UNCDF	Global, Regional and Country offices	UNCDF with its capital mandate and focus on Least Developed Countries (LDCs) has core flagship offers of inclusive digital economies and local transformative finance tools and knowledge. This includes the Inclusive Digital Economy Scorecard (IDES) and the Better Than Cash Alliance led UN Principles for Responsible Digital Payments.
UNOSSC	Global	The United Nations Office for South-South Cooperation (UNOSSC) promotes, coordinates and supports South-South and triangular cooperation globally and within the United Nations System, including on digital transformation and digital innovations. Its online platform, South-South Galaxy, enables knowledge-sharing and partnership-brokering between the Global South.
UNV	Global	The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. It has over 6,000 UN Volunteer and Online Volunteer talent pool candidates specialized in data science, machine learning, business intelligence and adjoint subjects. Internally, UNV has a dedicated team - the extended UNV Digital Transformation project team - to drive digital transformation within UNV.

Foresight for digital development – Future scenarios

The trajectory along which the world is moving with respect to digital technologies is unpredictable and constantly evolving. To be at the forefront of digital development, UNDP continuously considers the multiple, divergent ways in which the world could evolve. This understanding of the possible future scenarios in the medium term (5-20 years), and factors that could shape and define the international development and humanitarian contexts, informs UNDP's approach to harnessing digital for better development outcomes.

Together with the Institute for the Future, UNDP has explored several scenarios for the future of digital technology and its impact on development. Given UNDP's ambition for digital to be an empowering force for people and planet, the scenarios are intended to spark thoughts and discussions as to the evolving role of UNDP.

What emerges from these exercises is the sense that digital technology is at a crossroads. The utopian 'connect the world' view has started to fade in the face of disturbing and increasingly urgent challenges which are ever harder to overlook. It is beyond the scope of this strategy to explore these issues in great detail, but there are key themes to consider.

The impact of digital on human rights is stark; discriminatory algorithms, invasions of privacy and cybercrime are just some of the examples that are top of the agenda today. The digitally supported changes in information ecosystems have led to the near collapse of public interest media in many contexts, rampant "information pollution", declining trust in governance institutions, and serious challenges to both democratic political processes and evidence-driven public policy. As digital technology has ever greater impact on rights and inclusion, UNDP must ensure that human rights remain central to its digital work.

With poverty reduction at its core, UNDP will always be keenly interested in the impact of new technology on this problem. Here we see a sharper bifurcation of possible futures: as automation promises to eliminate many jobs, a flowering of digital occupations may be the counterbalance. Understanding and harnessing this workplace revolution, and its impact on poverty and inequality, will be critical to UNDP's mission.

In all scenarios, issues such as the extent of commitment to sustainability, the relative power of tech companies, the capacity of national governments, the shifting digital divide on a spectrum, the impact of rapid automation, and erosion of trust are major features. However, in all scenarios a digitally transformed, resilient, and agile UNDP is necessary to ensure that benefits of tech are maximized, while risks and potential harms are mitigated. As with all future planning, the element of uncertainty is extremely high. The scenarios outlined are by no means the only possibilities, nor do they represent UNDP's view on what will happen.

Foresight work will continue to be an important practice for UNDP to ensure that we are as ready for the future as it is possible to be, and that we are able to support our partners to be resilient in the face of continued, accelerating digital change.

This foresight work is based on the **Alternative Futures**⁶⁵ methodology, the core of which is in the development and understanding of alternative future scenarios according to four major archetypes:

- **Continued growth:** a future with an acceleration of the current trajectory, including the current problems
- **Collapse:** a future with the system collapsing due to one or a variety of reasons
- **Discipline:** a future with society organized around one overarching topic of sustainability
- **Transformation:** a future of a radical change due to a redefining phenomenon or event

Scenario I	“On the same trajectory”	Continued growth archetype
<p><i>In this future we see much more of what we have in the present - similar problems, increased in scope and scale.</i></p> <ul style="list-style-type: none"> • Technology is advancing at a great pace, but only benefits a few groups in society. There is a huge digital divide with many communities pushed further behind. • Tech companies have more power than governments or nation states - they shape laws and civic engagement in most places, and they impact local public agendas and discourse. • Small businesses survive if working on the large tech platforms, but their data and that of their customers is mined for profit. • Many jobs are automated, driving huge changes for wealthy nations, while low- and middle-income countries are now included in the global mega-marketplace platforms, which threatens local livelihoods. • People are even more connected, distracted, and divided. Disinformation and misinformation are rife. No one knows what to believe and trust in institutions is at an all-time low. • Algorithms developed and pushed by Big Tech and social media companies decide which environmental issues get attention, and therefore action, and humanity's efforts are even more scattered and contradictory. We are not reversing planetary damage because economies and big business are still wired for growth at all costs. Climate disasters accelerate, driving more instability, fear, and conflict. • Resilience is low amongst the countries. Due to the constant fight with volatility and scarcity, the developing countries that UNDP serves are more adaptable than the previously more stable western nations. There are bright spots where communities are using digital technology in highly innovative ways to solve local problems. <p>Humanity is solving some of our problems faster, but also making critical problems bigger.</p>		

Scenario II	“Falling into the abyss”	Collapse archetype
<p><i>In this future, most systems in the world reach their limit, quickly spin out of control and collapse.</i></p> <ul style="list-style-type: none"> • Elites push society toward instability with inadequate allocation of resources and wealth. Inequality and disproportionate allocation prevail. • Even when paired with rapid and uncontrolled technological development and adoption, economic conditions and standards of living deteriorate over many years. With a sudden failure of our major systems the world becomes economically unstable with lots of frustration, fear, and social anxiety. • Rapid automation leaves a lot of people without work and means to live. The pace of re-skilling and retraining cannot keep pace with automation. • The population growth is explosive. It leads to the depletion of natural resources. The rate of pollution is unprecedented. The world does not seem to be a sustainable place to live. • Migration or relocation due to political/climate/economic crises becomes an ungovernable challenge. • Technology growth and governance are chaotic and unmanageable. Dangerous innovations emerge with a possibility for an AI takeover. • The Internet is a dark place full of misinformation and fakes. Blurred lines between real and artificial brings about a collapse in trust. • There is no clear-cut delineation of power. The world is on the way towards global political impasse, resulting in an overwhelming sense of insecurity and hopelessness. Communities reorganize into smaller hubs with more local governance and creative autonomy. <p>Humanity falls into a rabbit hole of problems and challenges with no light at the end of the tunnel.</p>		

Scenario III	“Radical new norm”	Transformation archetype
<p><i>In this future the world has undergone a huge transformation. Life as we know it has changed radically.</i></p> <ul style="list-style-type: none"> • After a complete collapse in trust - in institutions, in media, in science, in each other - the people of the world have focused strongly inward on their closest communities. • Nation-states and large societies broke down and then reformed in smaller, tightly-held groups. People live in these smaller groups, rarely exposed to other people. • Travel has slowed completely, food is local and seasonal, and a renaissance in local business and community becomes the norm. • Areas with productive land, clean water and stable weather are highly sought after, driving local conflict. These areas change often due to climate instability. • Large parts of the Earth have become barely liveable. New high-tech cities are popping up, ones that produce their own water, power and are able to lock themselves off from sandstorms and other facets of climate change. • There was a complete shift away from oligarchic capitalism and the gap between the wealthy few and everyone else on the planet is getting smaller. • Democracy is over. Power is owned by the corporations with the technology people want. New forms of collectivism and governance are emerging within the larger, more popular communities. There, new ways of living together are being formed. • The world of work has transformed dramatically. There are very few paid jobs, and most communities run on the voluntary effort of their community members. <p>Humanity has a new set of problems to solve. Exciting new ways to live together are emerging, while power is with both the corporations and the people.</p>		

Scenario IV	“In pursuit of sustainability”	Discipline archetype
<p><i>In this future, global society strives to find equilibrium after a series of dramatic or traumatic shocks and events. Pursuing sustainability becomes a long and arduous movement that finally gains a lot of traction.</i></p> <ul style="list-style-type: none"> • Humanity honours the limits of all vital resources and builds a system where the needs of the present can be met without compromising the ability of future generations to meet their own needs. • Driven by a cultural shift, there is common agreement that balancing economic growth with social inclusion and environmental protection can be a recipe for a sustainable world. • Minor crises are happening from time to time, but resilient societies can bounce back quickly from crises that would have crippled the fragile systems of the past. Countries have been reinforcing safeguards such as inclusion, trust, competition, security, and privacy. It made them adaptable and protected from risks. • Funds are shared between governments and citizens, and universal services and public goods are provisioned. • Automation is smartly used to relieve human drudge. The jobs are fairly and equally paid. • Humans and AI complement each other which opens new opportunities for economic growth, production, health care, education, communication, and transportation. • The world negotiates and finds agreement on technology and data governance. More and more states and societies have AI and robotics regulations. Ethical and responsible use of technology for societal good is the default. <p>Humanity seeks equilibrium and explores ways to live a sustainable life. Some new challenges arise, and the world is committed to finding solutions which will benefit all.</p>		

Glossary

Data guiderails: A repository of articles and tools to help demystify all things data related. That includes topics like data ingestion, usage, storage, sharing, privacy, visualization – as well as basic information like UNDP’s standard list of countries.

Digital: We define digital as:

- An ever-evolving range of technologies (like mobile technologies, artificial intelligence, machine learning, blockchain, Internet of Things, and robotics to name a few) that impact nearly all aspects of our world.
- A mindset, which translates into a new way of working that enables people and institutions to innovate with technology.

Digitalization: Defined in the development context, it is the process of using digital (technology, tools, processes, solutions) for greater operational impact, as well as for the internal transformation of an organization.

Digital / Digitally enabled / Digitally-informed programming: Embedding digital technologies and approaches into design, implementation, and deployment of projects and programmes at the national, regional, and global level.

Digital by Default / Digital-First approach: A way of thinking and behaving, which embeds digital as a standard for project and programme delivery.

Digital ecosystem: A complex and dynamic interconnected network of actors and systems, all of which function as a unit to create an enabling environment for digital to advance economic and societal efforts.

National digital ecosystem: A healthy digital ecosystem at the national level would have the following characteristics:

- Long-term vision and strategy for national leadership and local ownership
- Solid foundational layers such as digital infrastructure
- An enabling environment with the right policy, talent, and investment
- A process to reach and engage different stakeholders across sectors, including marginalized groups.

Digital inclusion: An approach to close divides in access to and use of digital technologies. A practice which ensures that all individuals and communities, including the most disadvantaged, are aware of, have access to, and use/are able to use information and communication technologies as well as needed, relevant, and safe digital content and services.

Digital mindset: A set of attitudes, beliefs, and behaviours that enable people to understand the opportunities and risks of digital technologies, and to apply them to their everyday lives.

Digitally native: For an institution, that means using and understanding how technology influences and impacts the lives of people. Can be used in the same context as digitally enabled or digitally savvy.

Digital revolution: A multifaceted, fast moving, and disruptive set of changes that fundamentally transforms the way people live, work, do business, socialize and interact, and how society functions because of the exponential pace of technological advancements.

Digital society: A society in which digital technologies are coiled with the physical and have become completely bound up with everyday life.

Inclusive digital society: A society in which all people have the right to affordable technologies and have reasonably priced broadband to access the digital realm.

Digital solution: A solution that incorporates the use of digital technology to solve a problem.

Digital technology: The systems, hardware and processes that use digital data or signals to achieve defined outcomes.

Digital transformation: The integration of digital technology into all areas of business, fundamentally changing how economic and social activities are enacted. It is also a social change process that is purposeful, rather than unregulated, and should be intentionally planned and executed.

Inclusive / People-centred digital transformation: An approach that puts people at the centre of digital transformation efforts to ensure a more open, transparent, and accessible process. For UNDP, inclusive digital transformation:

- Addresses the needs of the poorest as well as the most vulnerable and marginalized groups, including women and people with disabilities
- Mitigates the tendency of digital transformation to exacerbate existing inequalities
- Empowers underrepresented groups to take part in meaningful ways
- Protects people from the adverse effects of digital technologies
- Encourages the use and development of digital technology that is open, responsible, and rights-based.

Future foresight/Horizon scanning: The early detection and assessment of how different trends might shape the future landscape of development efforts.

Scaling: Mainstream adoption of proven digital approaches. This could include geographic expansion, scaling impact at the policy level or scaling the incentive structures for the long term.

Whole-of-society approach: Bringing together all parts of society to shape digital transformation in a country or region, including but not limited to governments, private sector, civil society, academia, and citizens. It is a process built on shared responsibility, ownership, inclusion, transparency and representation.

Endnotes

- 1 Note that where UNDP is discussed throughout this document it also refers to associated entities including the United Nations Volunteers programme, the United Nations Office for South-South Cooperation, and the United Nations Capital Development Fund (UNCDF), which all will continue to have a significant impact on the digital future of UNDP and its work around the world.
- 2 <https://digitalstrategy.undp.org/>
- 3 For example, Bangladesh since the mid 2000's, <https://www.bd.undp.org/content/bangladesh/en/home/projects/access-to-information--phase-2.html>
- 4 The Accelerator Lab network is a network of 91 labs established in 2019, covering 115 countries to support local innovation
- 5 The Digital Advocates Network is a community which promotes digital and builds capacity through training and exchange of knowledge to further the digital maturity of UNDP country offices
- 6 The Chief Digital Office under the leadership of the Chief Digital Officer is responsible for leading the development and implementation of UNDP's Digital Strategy
- 7 Secretary-General's Roadmap for Digital Cooperation, Accessed 27/10/21, <https://www.un.org/en/content/digital-cooperation-roadmap/>
- 8 Our Common Agenda, Accessed 27/10/21, <https://www.un.org/en/un75/common-agenda>
- 9 <https://www.undp.org/publications/undp-strategic-plan-2022-2025>
- 10 The Strategic Innovation Unit (SIU) leads the process of embedding innovation in UNDP's work
- 11 The World Bank has identified 300 government and private sector initiatives around the world in which COVID-19 response encompasses actions on digital ICT infrastructure and digital services for health, education and payments: <https://blogs.worldbank.org/digital-development/covid-19-were-tracking-digital-responses-worldwide-heres-what-we-see>
- 12 https://ipcig.org/sites/default/files/pub/en/OP465_Mobile_payment_and_application_systems_for_COVID_19.pdf
- 13 http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf
- 14 ITU, Economic Impact of COVID-19 on Digital Infrastructure
- 15 ITU, Economic Impact of COVID-19 on Digital Infrastructure
- 16 The Mobile Gender Gap Report 2021, Accessed 24 January 2022, <https://www.gsma.com/r/wp-content/uploads/2021/06/The-Mobile-Gender-Gap-Report-2021.pdf>
- 17 <https://web-assets.bcg.com/5f/6b/0e4a89ba4b3ab751cba5134935bc/bcg-a-2-trillion-plan-to-bring-two-billion-more-people-into-the-digital-age-sep-2020.pdf>
- 18 <https://science.sciencemag.org/content/359/6380/1146.full>
- 19 Pathways to Prosperity: <https://pathwayscommission.bsg.ox.ac.uk/digital-roadmap> and UNCTAD Digital Economy Report, Accessed 12 March 2021: https://unctad.org/system/files/official-document/der2019_en.pdf
- 20 Digital ecosystem refers to a complex and dynamic interconnected network of actors and systems, all of which function as a unit to create an enabling environment for digital to advance economic and societal efforts
- 21 <https://www.undp.org/publications/undp-strategic-plan-2022-2025>
- 22 <https://www.undp.org/six-signature-solutions>
- 23 <https://www.un.org/en/content/digital-cooperation-roadmap/>
- 24 <https://www.un.org/en/un75/common-agenda>
- 25 <https://www.un.org/en/about-us/un-charter>
- 26 <https://www.un.org/en/about-us/universal-declaration-of-human-rights>
- 27 <https://digitalprinciples.org/>
- 28 <https://www.responsiblepayments.org/>
- 29 <https://digitalpublicgoods.net/>
- 30 A whole-of-society approach brings together all parts of society to shape digital transformation in a country or region, including but not limited to governments, private sector, civil society, academia, and citizens. It is a process built on shared responsibility, ownership, inclusion, transparency and representation.
- 31 <https://sdgs.un.org/2030agenda>
- 32 <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>
- 33 <https://www.undp.org/careers/people-2030>
- 34 Digital ecosystem refers to a complex and dynamic interconnected network of actors and systems, all of which function as a unit to create an enabling environment for digital to advance economic and societal efforts
- 35 EY Assessment of UNDP's Digital Strategy 2019-2021, Available in the Annex.
- 36 Digital Public Goods – such as open-source software, open data, open AI models, open standards, and open content that do no harm – can serve as accelerators for national digital transformation and equitable growth while strengthening inclusion and human rights.
- 37 At the time of writing, over 30 requests have been received via UNDP Country Offices since 2020
- 38 The early detection and assessment of how different trends might shape the future landscape of development efforts
- 39 <https://www.undp.org/sites/g/files/zskgke326/files/undp/library/corporate/jobs/People-for-2030.pdf>
- 40 The Knowledge Management Strategy is currently under discussion as of November, 2021

- 41 This is partly in response to comments received in the UNDP Partner Survey 2020 suggesting that capacity can sometimes be an issue.
- 42 <https://data.undp.org/>
- 43 This is in response to UNDP Partner Survey 2020, where some partners shared feedback that UNDP was overly bureaucratic and placed more emphasis on procedures than priorities of recipient institutions.
- 44 The Data Governance Group, led by the Data Team consisting of the Chief Digital Office, Global Policy Network, and Information and Technology Management (ITM), supports the development and implementation of UNDP's Data Strategy. It provides guidance on data policies and helps resolve data issues. It is chaired by the Chief Digital Officer.
- 45 The Executive Group is UNDP's highest internal governing body and is responsible for strategic leadership and management of the organization.
- 46 The Organizational Performance Group advises on key priorities for operational policy and procedures.
- 47 It should be noted that in a number of cases, Bureaux already partly or fully drive digital execution
- 48 https://www.iftf.org/fileadmin/user_upload/downloads/vantage/IFTF_Vantage_FutureReadinessPlaybook.pdf
- 49 Digital Transformation Survey, October 2021 Q5 – Over 75 percent noted noticed a significant (41 percent) or moderate (35 percent) increase in level of demand from partners for support on digital solutions over the past 2-3 years.
- 50 2nd Mini-ROAR Analysis -Results, Lessons Learned and Future Demand September 2020 – September 2021
- 51 This includes including RRFs, RFFs and JSB
- 52 Rapid Financing Facility: Report of the Investment Group, Jan 2021
- 53 <https://www.np.undp.org/content/nepal/en/home/presscenter/articles/2020/robots-for-recovery.html>
- 54 New Robotic applications help protect frontline health workers, Accessed 19/11/21, <https://www.vn.undp.org/content/vietnam/en/home/presscenter/articles/Robots.html>
- 55 <https://www.tz.undp.org/content/tanzania/en/home/blog/PPE3DprintingtofightCOVID19inTanzania.html>
- 56 <https://sgtechcentre.undp.org/content/sgtechcentre/en/home/featured-work/digital-tools-for-covid-19.html>
- 57 Country office Support dashboard (October 2021).
- 58 The Data Governance Group, led by the Data Team consisting of the Chief Digital Office, Global Policy Network, and Information and Technology Management (ITM), supports the development and implementation of UNDP's Data Strategy. It provides guidance on data policies and helps resolve data issues.
- 59 The Digital Governance Group, led by the Chief Digital Office with organization wide representation, helps UNDP to leverage digital technology and innovation to deliver results on the ground, and to better understand the trade-offs and risks that come with these opportunities
- 60 UNall is UNDP's new Service Portal where all staff will be able to report issues, ask questions and find information related to corporate IT, Human Resource, Finance, Procurement and General operation services
- 61 Quantum will replace ATLAS as UNDP's new ERP management system by end of 2022
- 62 UNDP Data Futures Platform, Accessed 1/11/21, <https://data.undp.org/>
- 63 UNDP Digital Identity Management Framework, Accessed 12/11/2021, https://undp.sharepoint.com/teams/collaborationtoolbox/SitePages/IDAM_Launch_webinars-26_October_2021.aspx
- 64 <https://acceleratorlabs.undp.org/>
- 65 Dunagan, Jake. A Methodological Interlude: Alternative Futures and Deductive Forecasting, Accessed 18/11/21, <https://www.iftf.org/future-now/article-detail/a-methodological-interlude-alternative-futures-and-deductive-forecasting/>



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