UNITED NATIONS DEVELOPMENT PROGRAMME

DIGITAL STRATEGY 2022 — 2025

ABRIDGED VERSION

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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.

Foreword

Achim Steiner
Administrator, United Nations Development Programme (UNDP)

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,

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

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[1] demands both local action and global leadership to **reimagine development in a digital age**.

UNDP[2] launched its first Digital Strategy[3] in mid-2019 to harness digital transformation within the organization. Building on a long history of project-level digital support for partners[4], 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 Labs[5], the Digital Advocates Network[6], a comprehensive IT transformation, and the Chief Digital Office[7]. 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[8]. Finally, the third objective is focused on transforming UNDP into a digitally native[9] 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 Cooperation[10] as well as the framework presented by Our Common Agenda[11], 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 2022-2025[12]. 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 Unit[13].

Part 1 – Guiding principles and value proposition

Guiding principles

UNDP commits to the following principles in its approach
to digital technologies:

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 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. 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 Charter[14] and the Universal Declaration of Human Rights.[15]

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 works to strengthen local digital ecosystems

UNDP employs a whole-of-society approach[16] and works with local leaders, companies, and digital innovators to develop thriving local digital ecosystems built on inclusivity, sustainability, accountability, and rights.

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. This 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.

Rights-based, intentionally inclusive, approach

Inclusion and the protection of human rights are core to UNDP's mission. UNDP continues 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

To anticipate and mitigate risks and challenges of digital technologies, UNDP takes a critical and rigorous approach to the selection and application of digital technologies and partners. These risks can take different forms, the most serious of which are risks to human rights.

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

UNDP's long-term vision

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

Vision and objectives

This renewed Digital Strategy is grounded in UNDP's longstanding commitment to eradicating poverty and supporting countries in their progress towards the 2030 Agenda for Sustainable Development[17], the Paris Agreement[18], and the approach outlined in the previous section.

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:

Figure 1 — Digital Strategy 2022-2025 strategic focus

PATHWAYS   OBJECTIVES   OUTCOMES

- Programmatic
  - Digitally enabled programming
  - Empowering digital ecosystems
    - Practice leader
    - Thought leader
    - Trusted partner and convener
- Operational
  - Digitally native UNDP
    - People and culture
    - Systems and processes
    - Data and knowledge
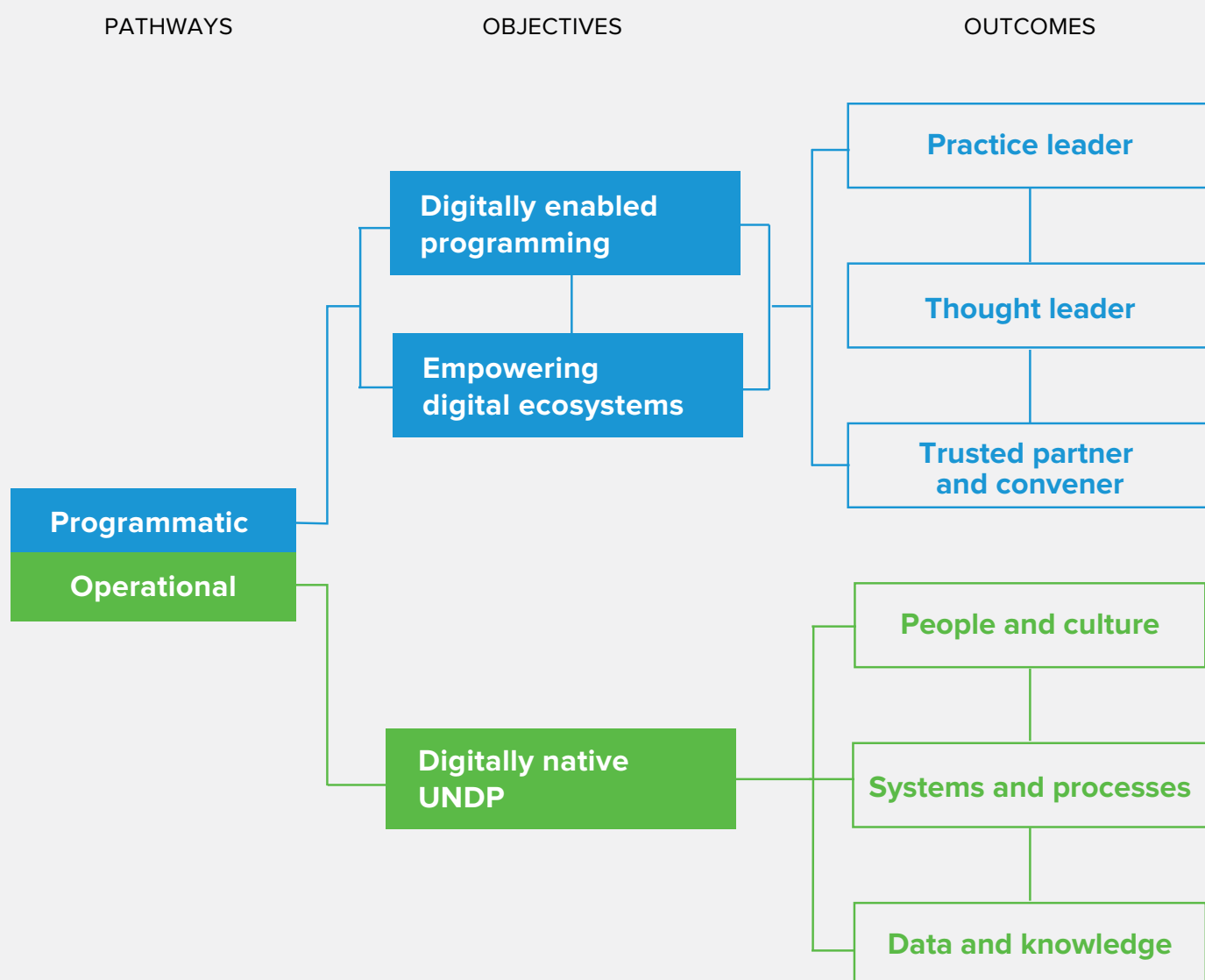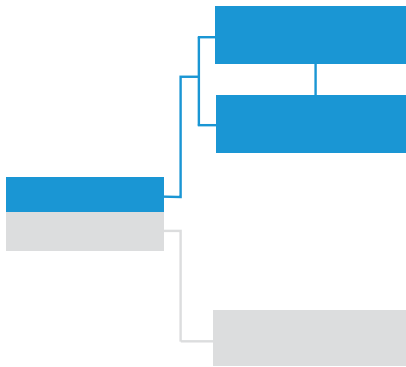
Pathway 1 – Programmatic objectives

Digitally enabled programming

Amplify development outcomes by embedding digital across all UNDP programming.

This includes experimenting with new approaches and tools, scaling proven solutions, articulating the risks and challenges posed by digital technologies, and applying foresight to prepare for possible futures.

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.

Empowering digital ecosystems

Support societies in their efforts to create more inclusive and resilient digital ecosystems.

We will support 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.

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. 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.

Figure 2 — UNDP's whole-of-society approach (BETA version)

STRATEGY

Ambition *Approach*

PRINCIPLES FOR DIGITAL INCLUSION

Accessibility *Adoption*

Availability *Awareness*

Protection

Digital literacy skills **Connectivity infrastructure**

Culture

Digital well-being **Innovation ecosystem**

People **Infrastructure**

Usage and ownership

Digital public services

FOUNDATIONAL DIGITAL CATALYSTS

Startup environment **Funding and procurement**

Inclusive whole-of-society digital transformation

Impact commitments **Leadership and co-ordination**

Data exchange *Digital payments*

Business **Government**

Digital legal identity

Financing incentives **Monitoring**

Technology adoption **Capabilities**

Regulation

Ethical standards **Data standards and protection**

Cybersecurity **E-commerce**

Fair market competition

SECTORAL OPPORTUNITIES

Healthcare   Environment   Climate & energy   Crisis resilience   Smart cities   Digital finance

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 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 stand alone 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 - including cross-sectoral national digital strategies - based on a whole-of-society approach that leaves no one behind.

Digitally enabled Signature Solutions

Continue to strategically integrate digital across UNDP programming across sectors and themes. 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.

Scalable innovations

Identify, adapt, and deploy frontier technologies such as artificial intelligence (AI), data, blockchain, and Internet of Things to support programming.

Thought leader

Forward-looking insights for digital development

Develop knowledge products, integrating UNDP country office experience with foresight and horizon-scanning[19], to influence discourse and guide development practice to support inclusive digital development.

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).

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.

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 guiding principles.
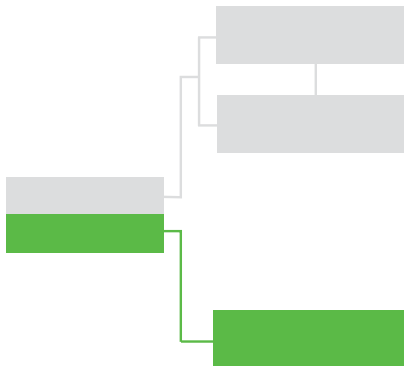
Pathway 2 – Operational objectives

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.

- UNDP will continue to develop an agile and innovative culture, 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.

- Responsible data collection, management, use, and analysis are increasingly fundamental for UNDP's work on the ground. UNDP will implement the forthcoming 2022 Data Strategy and Knowledge Management Strategy 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, to drive digital change across the organization.

Digital capacity-building
Introduce the Digital Fitness Programme, a digital training curriculum for country offices as well as certificate courses for UNDP senior leaders in the domains of data, analytics, evidence-based decision making, and digitalization.

Digital capabilities and competencies
Strengthen discovery and recruitment of digital talent.

New ways of working
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. 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 are used effectively.

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.

Data and knowledge

Data guiderails[20] 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.

Decision-making structure

Continue to strengthen the Data Governance Group[21].

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.

Data-savvy global workforce

Provide data training for UNDP personnel across the organization.

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)

Connect UNDP's global-to-local and local-to-global knowledge to ensure it is available in real time and facilitate cross-disciplinary collaboration.
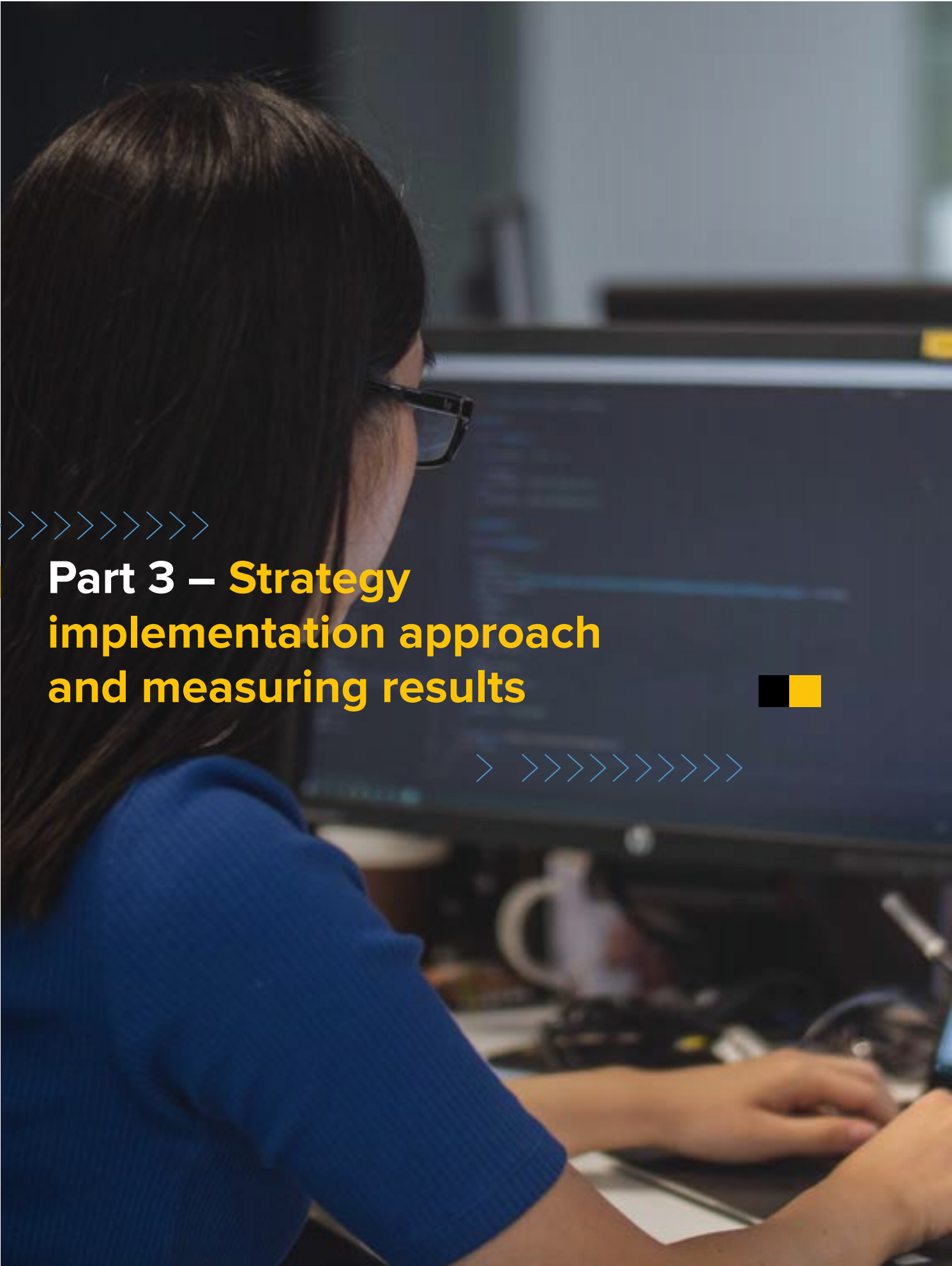
Part 3 – Strategy implementation approach and measuring results

Ensuring direction and accountability and monitoring implementation

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.

The day-to-day monitoring of the strategy implementation will also be the responsibility of the Chief Digital Officer. The Digital Governance Group[22] 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.

Digital transformation roles and responsibilities

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.

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.

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 strengthen portfolio-based approaches.

Global headquarters will provide corporate guidance and support for the application of digital to programming as well as digital systems and process support.

Global policy centres/centres of excellence provide an opportunity to extend UNDP's capacity in specific policy/thought leadership areas.

Figure 3 — Digital maturity progression in UNDP

Initial state	Current state	Target state
2019	2021	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.
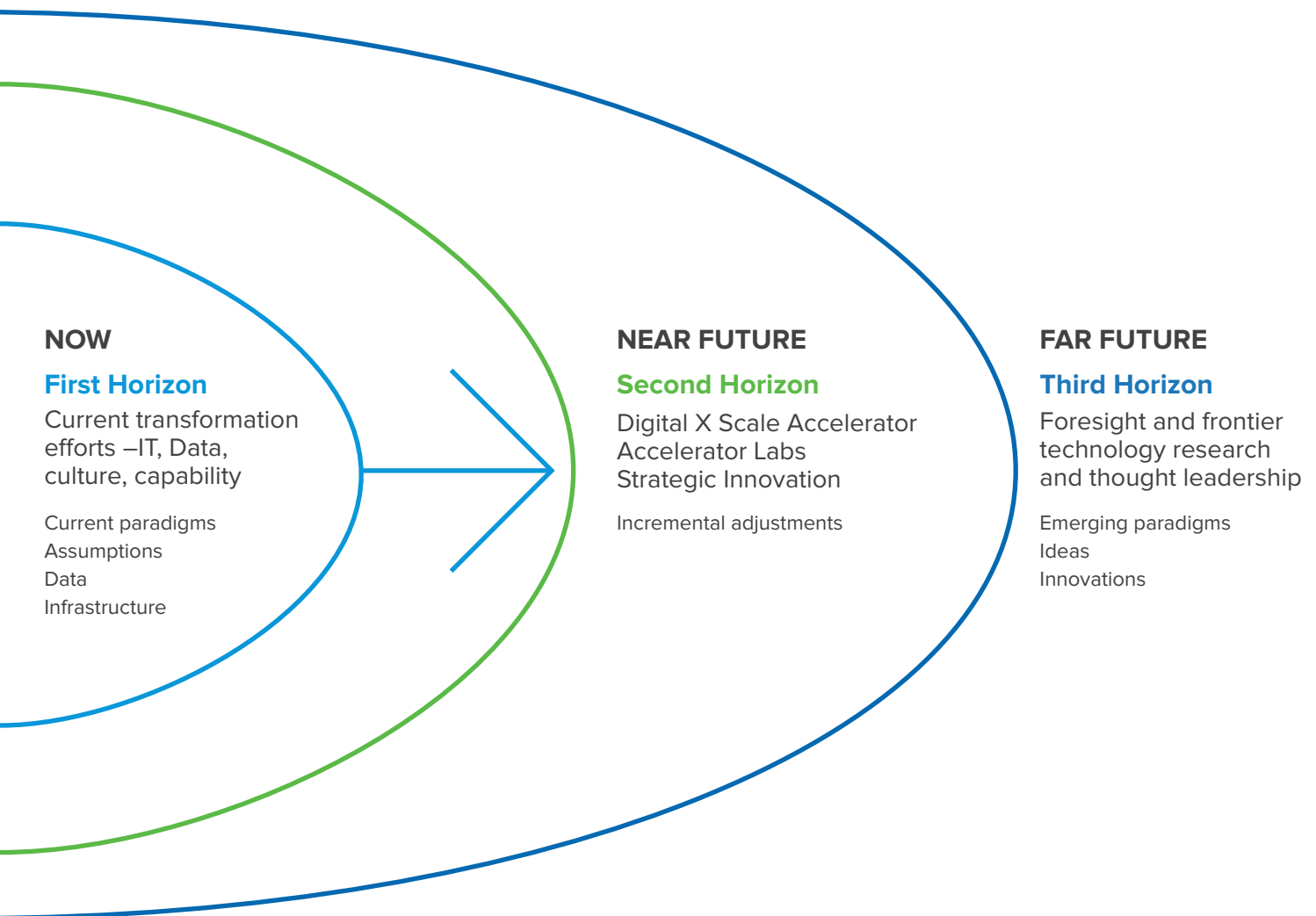
Scanning the horizon for what's next

The Chief Digital Office 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 Scanning[23]

NOW

First Horizon

Current transformation efforts –IT, Data, culture, capability

Current paradigms
Assumptions
Data
Infrastructure

NEAR FUTURE

Second Horizon

Digital X Scale Accelerator
Accelerator Labs
Strategic Innovation

Incremental adjustments

FAR FUTURE

Third Horizon

Foresight and frontier technology research and thought leadership

Emerging paradigms
Ideas
Innovations

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.

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.

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.

Endnotes

1   Digital transformation is 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.

2   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.

3   https://digitalstrategy.undp.org

4   For example, Bangladesh since the mid 2000's, https://www.bd.undp.org/content/bangladesh/en/home/projects/access-to-information--phase-2.html

5   The Accelerator Lab network is a network of 91 labs established in 2019, covering 115 countries to support local innovation

6   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

7   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

8   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.

9   Being digitally native for an institution means using and understanding how technology influences and impacts the lives of people.

10   https://www.un.org/en/content/digital-cooperation-roadmap/

11   https://www.un.org/en/un75/common-agenda

12   https://www.undp.org/publications/undp-strategic-plan-2022-2025

13   The Strategic Innovation Unit (SIU) leads the process of embedding innovation in UNDP's work

14   https://www.un.org/en/about-us/un-charter

15   https://www.un.org/en/about-us/universal-declaration-of-human-rights

16   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.

17   https://sdgs.un.org/2030agenda

18   https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement

19   The early detection and assessment of how different trends might shape the future landscape of development efforts

20   Data guiderails are a repository of articles and tools to help demystify all things data related.

21   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.

22   The Digital Governance Group, led by the Chief Digital Officer 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.

23   Based on the Three Horizon Model from Dr Wendy L. Schultz (from Sharp, Curry, and Hodgson), Accessed 26 November 2021, https://www.iftf.org/fileadmin/user_upload/downloads/vantage/IFTF_Vantage_FutureReadinessPlaybook.pdf