



JOINT  
SDG  
FUND

**Joint  
Programme  
Document:**  
*Inclusive, Competitive and  
Responsible Digital  
Philippines (Digital-PINAS)*



## COVER PAGE

<b>MPTFO Project Reference Number</b>	<i>(Leave blank, for automatic population in Quantum)</i>
<b>Country</b>	Philippines
<b>Region</b>	Asia Pacific
<b>Joint programme title:</b>	Inclusive, Competitive and Responsible Digital Philippines (Digital-PINAS)
<b>Duration:</b>	36 months
<b>Anticipated start and end dates:</b>	1 September 2024 to 31 August 2027
<b>Short description:</b>	<p>The "Inclusive, Competitive and Responsible Digital Philippines" (Digital PINAS) aims to leverage digital innovation for inclusive growth and resilience, aligning with UN frameworks and SDGs. It addresses digital disparities among marginalized groups through a three-pillar strategy: enhancing MSME capabilities, improving digital access, and fostering gender-responsive policies. Expected outcomes by 2027 include enhanced MSME digital capabilities, improved access to digital services for entrepreneurs, and gender responsive regulatory environment. In the initial phase, the program plans to establish 10 digital centers and train 3,000 MSMEs, aiming for practical digital tool adoption. These efforts contribute to enhancing human capital and economic progress, aligning with UNSDCF outcomes. Intended beneficiaries include 15,000 MSMEs, prioritizing vulnerable groups such as women, farmers and fisherfolk, and would-be crowd workers in at least 30 geographical areas including Bangsamoro Autonomous Region, Davao, Calabarzon, and Central Luzon. The JP brings together a coalition of partners, leveraging the strengths and resources of Participating UN Organizations (PUNOs) – United Nations Development Programme, International Labour Organization, and the International Trade Centre – alongside key government agencies such as the Department of Information and Communications Technology/lead, the Department of Labor and Employment and the Department of Trade and Industry, among others. With a multi-stakeholder approach, collaboration with local governments, the private sector, civil society, and international donors ensures alignment with national priorities. Additionally, the program builds on existing EU partnerships to maximize impact and sustainability. The catalytic impact of the project includes financial leveraging of an estimated USD 21.5 million involving local government replication and private sector engagement.</p>
<b>Joint Programme team:</b>	
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<b>Total budget:</b>	\$26,675,292
<b>Source of funds:</b>	
UN Joint SDG Fund	\$ 3,000,000
PUNO 1 co-funding	\$ 10,000
PUNO 2 co-funding	\$ 1,603,000
PUNO 3 co-funding	\$ 20,000
Government co-funding	\$ 829,646

International donor co-funding	
Other sources co-funding	\$21,212,646 ( <i>anticipated resources as indicated on JP results</i> )
<b>Legal context</b>	The legal basis for the joint programme is the Legal Annex for the UN Sustainable Development Cooperation Framework (2024-2028), signed in October 2023, which refers to the cooperation agreement that is the legal basis for the relationship between the Government of the Philippines and each Participating UN Organization.

## JOINT PROGRAMME PROFILE

<b>Contribution to Cooperation Framework Outcome(s) and Output(s)</b>	<p><i>Outcome 1: By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat, enhanced good governance and peace.</i></p> <p><i>Outcome 2: By 2028, all people, benefit from a more integrated, innovative, inclusive, and sustainable economy that generates decent work and livelihood opportunities.</i></p> <p><i>CF Output 2.1 Institutions, policies and systems are improved to boost the competitiveness of the business environment and facilitate the participation of firms and enterprises, in productive and innovative industrial activities, modernized agriculture and agribusiness opportunities integrated into global value chains of a digitalized economy.</i></p>
<b>SDG Targets directly addressed by the Joint Programme</b>	SDGs 1.1, 5.5, 8.3, 9.3 10.1, 17.17
<b>Expected key results of the Joint Programme</b>	<ul style="list-style-type: none"> <li>- <i>Enhanced Digital Capabilities of MSMEs and Entrepreneurs</i></li> <li>- <i>Improved Access to Digital Services and Support for MSMEs and Entrepreneurs</i></li> <li>- <i>Gender Responsive and Supportive Policy and Regulatory Environment for MSME Digitalization</i></li> </ul>
<b>Overview of transformative change</b>	<p>- Integration <i>Three pillars of JP generate mutually reinforcing synergies to enhance the MSME digitalization ecosystem at the national and local level. JP aligns with such primary foci of SDG Transitions as “Digital Transformation” and “Decent Jobs and Universal Social Protection.”</i></p> <p>- Scale <i>Digital Empowerment of MSMEs will achieve scale by tapping the outreach capacity of the local service providers to cover at least 15,000 MSMEs through a trifecta of training of trainers, curated digital tools, and a dynamic community of practice. The demonstration of the user-friendly E-gov service and innovative e-services will be replicated by at least 20 LGUs directly supported by JP with estimated financial leverage of around US\$21.2 million</i></p> <p>- Speed <i>The “Capacity Building at Scale 2.0” and the demonstration of the first 10 rural digital transformation hubs will showcase their first tangible impacts in the first nine months.</i></p> <p>- Sustainability <i>Sustainability of Digital Empowerment of MSMEs is designed from day one through a trifecta of TOT, curated digital tools, and a dynamic community of practice. Sustainability of e-service is built in by working on the existing e-gov apps and platforms. Sustainability of innovative e-services will be achieved through penetration into mainstream MSMEs beyond early adaptors. The relevant laws, policies and regulations ensure that the above are institutionalized. All procured connectivity kits and devices for rural centers will be given to and managed by LGUs.</i></p>
- Local context-specific	<i>The JP interventions will be built and fine-tuned on the basis of continuous ecosystem analysis.</i>
<b>Anticipated direct beneficiaries</b>	At least 15,000 MSMEs and would-be entrepreneurs
<b>Anticipated financial leverage</b>	<p><i>Total amount: US\$ 21,212,646</i></p> <p><i>- Co-funding (within the JP budget): US\$ 2,462,646</i></p>

	- Co-financing (parallel to JP budget): US\$18,750,000
<b>Localization marker score</b>	<b>3</b>

The primary focus on SDG Transitions in the JP	<input checked="" type="checkbox"/> Digital Transformation <input type="checkbox"/> Food Systems <input checked="" type="checkbox"/> Decent Jobs and Universal Social Protection <input type="checkbox"/> Energy Access and Affordability <input type="checkbox"/> Transforming Education <input type="checkbox"/> Climate, Biodiversity, Pollution
Main engine room actions that the JP supports	<input checked="" type="checkbox"/> Shifts across policy and regulatory frameworks <input checked="" type="checkbox"/> Capacity building at scale <input type="checkbox"/> Deal room (financing mix) <input type="checkbox"/> Pipeline of bankable and market-ready projects

**Contributions to Digital Transformation**

Digital Offerings addressed by the JP	<input type="checkbox"/> Government service systems transformation. <input checked="" type="checkbox"/> Inclusive digital connectivity. <input type="checkbox"/> Digital finance and payment systems. <input checked="" type="checkbox"/> E-commerce, market access, and trade enablement. <input type="checkbox"/> Digital for the planet.
The drivers for digital transformation that this JP enables	<input type="checkbox"/> Digital public goods <input checked="" type="checkbox"/> Digital inclusion in underserved areas. <input checked="" type="checkbox"/> Digital capacity-building and digital skills. <input type="checkbox"/> Digital human rights

## JOINT PROGRAM DESCRIPTION

### 1. Executive Summary

The Joint Programme on "Digital Empowerment for Sustainable Development in the Philippines," (Digital PINAS) is a transformative approach that leverages digital innovation for sustainable growth, inclusivity, and resilience. This initiative aligns with the United Nations Sustainable Development Cooperation Framework (UNSDCF), the Philippine Development Plan, and the Sustainable Development Goals (SDGs), specifically targeting SDGs 1, 5, 8, 9, 10, and 17.

#### *Rationale and Relevance of the Joint Programme*

The Philippines stands at a pivotal juncture in its digital transformation journey. Despite progress, disparities in digital access and literacy persist, particularly among marginalized communities, including women, indigenous peoples, and residents of remote areas. The JP is designed to catalyze a systemic transition by addressing these disparities and fostering an integrated approach to SDG acceleration. By intertwining digital empowerment with sustainable development, the programme embodies an innovative engine room concept, driving actions that are scalable, rapid, locally contextualized, and sustainable.

#### *Integrated/Systems Approach to SDG Transition*

The JP adopts a three-pillar strategy: Enhanced Digital Capabilities of MSMEs and Entrepreneurs, Improved Access to Digital Services and Support, and Gender Responsive and Supportive Policy and Regulatory Environment – all designed to address key challenges such as the digital divide, limited MSME competitiveness, and inefficient government services. Engine room actions focused on policy reform and capacity development will empower MSMEs, fostering a robust digital ecosystem that supports economic growth and equitable participation in the digital marketplace. The JP builds on existing programs that enable speed and local contextualization, aiming for scalable impacts and sustainability by embedding practices that ensure stakeholders are equipped to sustain progress.

#### *Expected Results and Contribution to Cooperation Framework Results*

The JP is expected to yield the following results by 2027: (1) **Enhanced Digital Capabilities of at least 15,000 MSMEs and Would-be Entrepreneurs**; (2) **Improved Access to Digital Services and Support for MSMEs and Entrepreneurs** in at least 30 geographically remote and underserved areas; and (3) MSMEs are able to engage and strive in the digital economy thanks to a more inclusive, **Gender Responsive and Supportive Policy and Regulatory Environment for MSME Digitalization**. Around USD21.2 million will be leveraged from institutional support and financing from a broad digital ecosystems, at least 20% of LGUs in country allocating around 1% of their total LGU budget, and increased private sector investments with the adoption and expansion of viable digital products and services.

The first 6-9 months aims to achieve (1) Operationalization of 10 digital centers with e-services impacting MSMEs, and (2) Replication of the MSME digitalization training-cum-coaching to 3,000 MSMEs with the first confirmed use cases of digital and AI tools and services by MSMEs.

These efforts will contribute to the Philippines UNSDCF outcomes, on enhancing human capital development, driving sustainable economic progress, and promoting innovative governance. Specifically, the JP will support the realization of CF Outcome 1, focusing on increased resilience to various risks through equitable access to quality social services, and CF Outcome 2, aimed at fostering a more integrated, innovative, and sustainable economy that generates decent work and livelihood opportunities by 2028.

#### *Intended Beneficiaries*

Emphasis is placed on reaching vulnerable groups, aiming to benefit at least 15,000 Philippine MSMEs many of whom are women-owned, SEs, informal businesses, farmers and fisherfolk and would-be crowd workers, including those belonging to vulnerable groups in at least 30 geographical areas, initially prioritizing the Bangsamoro Autonomous Region of Muslim Mindanao, Davao Region, Calabarzon, and Central Luzon.

#### *Joint Programme Partners*

The JP brings together a coalition of partners, leveraging the strengths and resources of Participating UN Organizations (PUNOs)— United Nations Development Programme, International Labour Organization, and the

International Trade Centre –alongside key government agencies such as the Department of Information and Communications Technology/lead, the Department of Labor and Employment and the Department of Trade and Industry, among others. Collaboration with local governments, private sector, civil society, and international donors are integral to the programme, ensures a multi-stakeholder approach aligned with national priorities and global best practices. The JP also builds on recent and current programmes in partnership with EU such as ARISE PLUS, Fair-Value, Climate Competitiveness, and Trade for Decent Work.

## 2. Baseline and Situation Analysis

MSMEs generate 65.1% of total employment in the Philippines<sup>1</sup>. Women-owned businesses account for 66%<sup>2</sup> of MSMEs, with women generally owning smaller businesses than men. However, most remain in low-productivity activities with limited innovation and poor integration into global value chains. A significant challenge is the digital divide, characterized by uneven digital infrastructure and marginalization of vulnerable groups in the digital economy. Additionally, MSMEs often lack necessary digital skills and tools to compete in digitalized markets, constraining their growth and economic contribution. MSMEs struggle with accessing reliable trade intelligence, leading to an overreliance on domestic markets due and limited awareness of international opportunities. Despite recent progress, the business environment remains cumbersome with high operating costs further exacerbated by non-digitalized government processes and lack of transparency, hindering efficient and impactful connectivity of MSMEs in the global digital economy.

### 2.1 CCA and CF context summary

The Philippines is a lower middle-income and medium human development country in Southeast Asia significantly driven by its services sector which accounts for nearly 60.5% of GDP and 60% of employment in 2021. Industry and agriculture also play major roles, contributing 29.9% and 9.6% to GDP respectively. Local governments, enjoying a high degree of autonomy, are pivotal in delivering basic public services, maintaining the stability seen at the national political level.

MSMEs are vital to the Philippine economy, making up 99.59% of registered businesses (over one million in number) and generating 65.1% of total employment in 2022. MSMEs also contribute 25% of the country's total export revenue and 36% of value added. However, these enterprises remain trapped in low-productivity activities with missed opportunities to innovate and integrate with global value chains. The key challenges include lack of access to finance, the high operating costs, inadequate market access, and low productivity which prevent them from innovating and integrating with global value chains. These challenges are even more heightened among women entrepreneurs.

The potential of digital transformation to spur rapid economic growth and reduce inequalities has been promising as underscored during the pandemic. The extensive use of tele-health, tele-education, and digital commerce hastened the process of digitalisation. Despite this progress, the Philippines lags behind ASEAN peers in digital infrastructure investment, digital adoption among MSMEs, inability of small firms to access finance for digital solutions, digital skills gap in the workforce, and trust in digital payment systems. To address these gaps, the government is establishing Digital Transformation Centres to enhance digital skills training and expand the e-government services.

Despite high consistent growth and improvements in poverty reduction and quality of life, challenges remain in ensuring equitable access to resources and opportunities for all population groups. Wealth concentration, fewer job opportunities, uneven growth across regions, unsustainable resource exploitation disproportionately affect vulnerable communities such as indigenous peoples, women and children, and persons with disabilities. These groups face greater risks from environmental degradation and climate change, often excluded from decision-making and lacking access to crucial information and resources.

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<sup>1</sup> As of 2022. [MSME Statistics | Department of Trade and Industry Philippines \(dti.gov.ph\)](https://dti.gov.ph)

<sup>2</sup> As cited in ADB: [Measuring progress on women's financial inclusion and entrepreneurship in the Philippines: Results from a micro, small, and medium-sized enterprise survey \(2023\)](#)

## 2.2 Opportunities and stakeholders for SDG transition

### a) Domain of change:

The JP revolves around digital transformation and inclusivity, aiming to integrate unconnected and disconnected workers and businesses into the digital economy, enhance competitiveness, ensure efficient digital government services, and foster an enabling digital ecosystem.

The scope of the intervention targets three interconnected subsystems: (1) Rural Connectivity for MSMEs prioritizing the integration of women, indigenous peoples, and other vulnerable communities into the digital economy, ensuring they are key beneficiaries of the digital transformation; 2) digital empowerment of MSMEs, where the focus is on equipping MSMEs with digital and AI tools and skills to improve productivity, access broader digital economy opportunities and enhance competitiveness and resiliency; and 3) e-government services, aimed at transforming public service delivery to be more inclusive, efficient, and accessible, particularly for the marginalized sectors.

Driven by their readiness for transformation and potential for scalable impact, these initiatives align with national priorities and the SDGs, specifically, SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), SD10 (Reduced Inequalities) and SDG 17 (Partnerships for the Goals), ensuring that these interventions contribute to broader developmental goals.

### b) Pathways of change:

#### *Problem Space:*

**Problem 1 - Digital Divide: Significant disparities in digital access and literacy affect marginalized groups, including women and indigenous peoples.** These disparities, characterized by uneven digital infrastructure, lack of digital skills, and underrepresentation of vulnerable groups in the digital marketplace, hinder their effective participation in the digital economy.

**Problem 2 - MSME Competitiveness: Many MSMEs face challenges in accessing digital and AI tools and skills critical for competing effectively in digitalized economy.** This limits their ability to leverage affordable tools and access reliable commercial/trade intelligence, leading to an overreliance on local and domestic markets.

**Problem 3 – Inefficient Government Services: Despite improvements, government services related to business and social protection are not fully optimized for digital delivery.** Challenges include cumbersome processes, with high operational costs, and undigitalized government processes that reduce transparency and efficiency.

#### *Solution Space:*

- **Digital and AI Skills and Literacy Training:** Implement targeted training programs to build competencies among marginalized groups and MSMEs, fostering inclusivity and enhancing competitiveness.
- **Digital Hubs and Infrastructure:** Establish community-based digital hubs providing essential access to digital services, tools, and government services, facilitating digital adoption.
- **Policy and Regulatory Reform:** Advocate for and assist in shaping policies and regulatory frameworks that support digital transformation, creating an enabling environment that allows MSMEs and marginalized groups to thrive in the digital economy.

#### *Pathway of Change*

- **Enhanced Digital Capabilities of MSMEs and Entrepreneurs:** This pillar will transition MSMEs, informal businesses, agro-fishery associations and entrepreneurs from digital exclusion to empowerment. By developing crucial digital and AI skills, business acumen, and risk-informed application of digital and AI tools, MSMEs are positioned to harness digital economy opportunities. Special emphasis is placed on capacity building for women and marginalized groups to ensure their participation and bridge the digital divide. The strategy includes transforming traditional training into continuous coaching and mentoring,

with scale achieved through training-of-trainer approach, SNS-based community of practice, and showcasing successful transformation cases.

- **Improved Access to Digital Services and Support for MSMEs and Entrepreneurs:** This focuses on enhancing digital access by establishing accessible digital centers and local infrastructure that provide integrated and meaningful services, ensuring inclusivity especially in rural areas.
- **Gender responsive and Supportive Policy and Regulatory Environment for MSME Digitalization:** This component aims to transition from a restrictive to a supportive ecosystem for MSME digitalization by addressing policy, regulatory, and systemic barriers. It emphasizes government collaboration to align policies with the practicalities of digital transformation, making the digital economy more accessible, profitable, and inclusive for all MSMEs.

### **c) Key stakeholders:**

The JP primarily benefits MSMEs including informal businesses and entrepreneurs across various sectors:

- **MSMEs** - 1,105,143 MSMEs registered as of 2022 accounting for 40% of GDP. These MSMEs generate a total of 5,607,748 jobs (65.10%) of total employment.
- **Women-owned businesses** – Representing 66% of MSMEs, they are typically smaller and face gender-specific challenges in the workforce, with women's labor force participation at only 34.5% of compared to 54.8% for men.
- **Agri-food businesses** - Includes farmers and fisherfolks who make up 25% of the 49.7 million labor force, and contribute 9% to GDP, yet face a poverty incidence of 30%, higher than the national average.
- **Crowd workers, including Persons with Disabilities** – About 1.55 million persons or 1.57% are disabled with less than 1 in 5 persons in the labor force due to accessibility challenges and educational barriers.

#### *Government sector partnerships:*

**Department of Information and Communications Technology** leads on enhancing internet access and establishing Digital Transformation Hubs to support MSME digital literacy and financial education.

**Department of Trade and Industry** spearheads the MSME Digitalization Agenda, supporting business digitalization, market linkages, and e-commerce initiatives.

**In the Bangsamoro Autonomous Region of Muslim Mindanao, the Ministry of Interior and Local Government** will establish Digital Centers for localized e-governance.

**The Department of Labor and Employment** focuses on digitalizing labor market systems and public employment services to support vulnerable populations.

**The Technical and Education and Skills Development Authority** will enhance training and certification using digital technologies.

**NEDA**, as the chair for the National Innovation Council, will map and benchmark the innovation infrastructure ecosystem to inform planning and unlock investments.

**Local Government Units** particularly in BARMM, Davao, Calabarzon, and Central Luzon will lead on streamlining local government processes for registration and securing business permits of barangay enterprises, working in collaboration with formal and informal sector operators. Maintenance and operating expenses for the Digital Transformation Hubs will be included in LGU's annual budget.

#### *Private sector contributions:*

**The Employers Confederation of the Philippines** and the **Philippine Chamber of Commerce and Industry** provides policy-level advice and access to local chambers for supporting MSME digitalization.

**ECCP** supports MSME capacity building, including digitalization initiatives in BARMM.

**The Philippine Women's Economic Network and the Women Business Council of the Philippines, Inc.** trains disadvantaged women groups for crowd work in partnership with DTI and the Philippine Commission on Women.

**The Philippine Exporters Confederation, Inc.** supports interventions on digitalisation and business continuity among Philippine exporters, market linkages support through e-commerce, and B2B events.

### 3. Programme strategy and theory of change

#### 3.1. Systemic Theory of Change

##### Summary

"Digital PINAS" is designed to catalyze a shift towards an inclusive digital economy in the Philippines, directly supporting the achievement of the United Nations SDGs. This initiative enhances national competitiveness and resilience by focusing on three core outcomes: enhancing MSMEs' digital capabilities, increasing access to digital services through resource hubs, and cultivating a supportive policy environment for digitalization. These efforts collectively aim to reduce digital barriers, empower MSMEs with essential skills, and promote a rights-based regulatory landscape that nurtures growth and sustainability, driving inclusive, sustainable economic growth and positioning MSMEs and entrepreneurs at the forefront of a stronger, equitable economy.

##### Theory of Change

The JP interweaves three crucial outcomes to establish a robust ecosystem that empowers MSMEs and entrepreneurs, ultimately leading to enhanced competitiveness and resilience within the Philippine economy:

**Outcome 1: Enhanced Digital Capabilities of MSMEs and Entrepreneurs.** This outcome focuses on equipping the target groups with essential digital and AI skills, knowledge, and tools, enabling them to navigate the digital landscape effectively and leverage technology for business growth. Innovative and rights-based capacity building models, digital literacy programs, and sector-specific training help MSMEs and entrepreneurs *operate more efficiently, reach wider markets, and respond effectively to changing market dynamics, thereby increasing their competitiveness and resilience.*

**Outcome 2: Improved Access to Digital Services and Support for MSMEs and Entrepreneurs.** Building on the foundational digital skills, this outcome ensures MSMEs can utilize digital tools and services effectively. Digital hubs provide essential resources for conducting digital business, coupled with responsive feedback mechanisms and sustainable operational modes. This accessibility to technology, infrastructure, and support services *removes barriers to entry and empowers MSMEs to fully participate in the digital economy, enhancing both their competitiveness and resilience against disruptions and market fluctuations.*

**Outcome 3: Gender Responsive and Supportive Policy and Regulatory Environment for MSME Digitalization** complements the previous outcomes by establishing a conducive environment for long-term growth and sustainability. By raising awareness of the UN Guiding Principles on Business and Human Rights (UNGPR), advocating for policies and regulations that promote digitalization, encourage investment in capacity building, and ensure fair competition, this outcome levels the playing field for MSMEs and fosters a thriving digital ecosystem. Moreover, enhancing government capacity for digital service delivery streamlines processes and reduces bureaucratic hurdles, further enabling MSMEs to *operate with greater ease and efficiency, contributing to their overall competitiveness and resilience.*

*These interconnected outcomes create a synergistic effect where improvements in one area reinforce and amplify impacts in others, leading to significant enhancements in:*

- *Operational efficiency:* Digital and AI tools and technologies streamline processes, reduce costs, and optimize resource allocation, increasing competitiveness by enabling them to offer more competitive pricing and improve profit margins.
- *Market reach and access:* Digital platforms and e-commerce solutions expand their reach to wider audiences and new customer segments, boosting competitiveness by opening new markets and revenue streams.
- *Innovation and adaptability:* Digital and AI skills and knowledge foster a culture of innovation, allowing them to adapt to changing market trends and develop new products and services, enhancing both competitiveness and resilience in a dynamic business environment.
- *Financial management and inclusion:* Improved digital financial literacy facilitate improved access to digital financial services and promotes greater financial inclusion, strengthening resilience by providing greater financial stability and access to resources.
- *Risk management:* Enhanced digital and AI capabilities and access to support services enable them to better anticipate, mitigate, and respond to potential risks and challenges, building resilience against disruptions and market fluctuations.

This combined impact of increased competitiveness and resilience empowers MSMEs and entrepreneurs to become key drivers of inclusive and sustainable economic growth in the Philippines, ultimately contributing to a more vibrant and equitable economy.

### *SDGs and Engine Room Actions*

The SDG transitions under this JP are (1) Digital Transformation, and (2) Decent Jobs, and Universal Social Protection. Central to this process is the enhancement of digital capacities among MSMEs and entrepreneurs, particularly in remote and underserved areas. By providing these stakeholders with tailored digital training and robust, user-friendly digital tools, their business operations and market reach can be significantly improved. Furthermore, the implementation of gender-responsive digitalization policies at both national and local levels will ensure that these advancements are inclusive and equitable. Specifically, the JP contributes to the following SDGs:

- *SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities)*, through increased digital capacities and skills, improved business operations and market reach/access, leading to increased revenues of beneficiaries.
- *SDG 5 (Gender Equality)*, through gender-responsive national and local policy and regulatory frameworks.
- *SDG 8 (Decent Work and Economic Growth)*, by supporting MSMEs and entrepreneurs towards being more resilient, sustainable and competitive, in support of economic growth, decent work creation and social development.
- *SDG 9 (Industry, Innovation, and Infrastructure)*, through increased digital capacities and skills, and digital innovation-conducive policies and frameworks.
- *SDG 17 (Partnerships for the Goals)*, by supporting multi-stakeholder partnerships, technology, trade and financial inclusion.

Engine Rooms will catalyse systemic changes and acceleration towards the achievement of the SDGs:

- *Shifts across policy and regulatory frameworks*, through advisory, reviews, assessments and public-private dialogues for policy and regulatory enhancements and reforms for improved, digital economy-conducive and supportive frameworks.
- *Capacity building at scale*, by building MSME-focused digital and AI capacity among public and private sector training partners who will cascade training to many MSMEs. Periodic reviews and continuous updates to the program will ensure its relevance as digital technologies evolve, underpinned by the assumption that all stakeholders are committed to maintaining the momentum, and that technological adoption barriers are minimized.

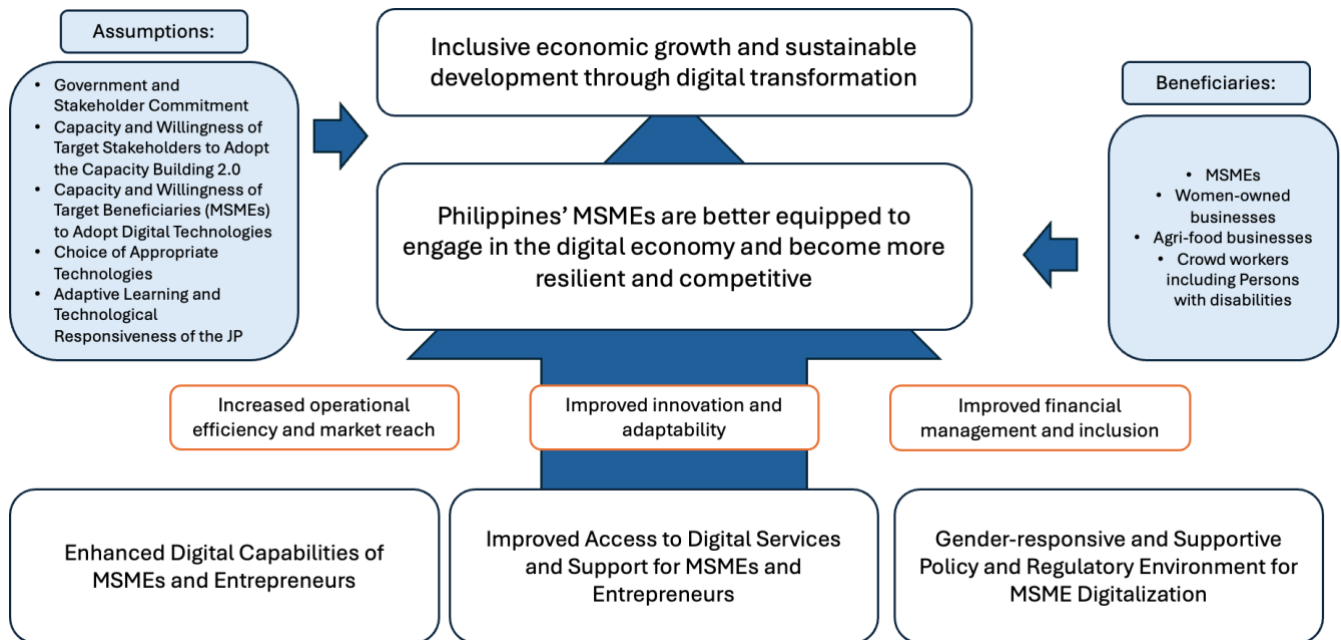
### *Assumptions and Adaptive Implementation*

1. *Government and Stakeholder Commitment*: The assumption that government entities and stakeholders are fully committed to the digital transformation agenda is critical to create a facilitative environment for policy reforms and effective digital hubs. Changes in political priorities or stakeholder engagement could necessitate a strategic realignment and reconsideration of local partners.
2. *Capacity and Willingness of Target Stakeholders to Adopt Capacity Building 2.0*: The assumption that the training partners replicate the training-of-entrepreneurs/beneficiaries (TOE/TOB) after receiving the training-of-trainer (TOT) support is central to the success of Capacity Building at Scale 2.0. However, while some partners actively engage in this replication, others treat the training more as an internal capacity-building tool, which can hinder the intended widespread digital empowerment of MSMEs. To address this, the program will maintain a demand-driven approach, allowing for flexible adaptation to partner engagement levels and avoiding geographical or sector-specific restrictions.
3. *Capacity and Willingness of Target Beneficiaries (MSMEs) to Adopt Digital Technologies*: An equally important assumption of JP is that MSMEs, particularly those led by marginalized groups, are willing to adopt digital technologies is central to the programme's success. JP will naturally follow the view of the technology adoption life cycle and aim at influencing the early adopters and early majority so that late majority and laggards will naturally follow the former. Operationally, JP will closely monitor where in the technology adoption curve a particular digital tool stands and help the training partners and e-service providers to target

the right segment in the curve. It will also make explicit communication and dissemination of success to effectively influence the adoption by the next stage group in the curve.

4. *Adaptive Learning and Technological Responsiveness of the JP*: The program assumes it can adapt and evolve based on feedback and changing conditions, crucial in keeping pace with rapid technological advancements, including generative AI. Periodic reviews and updates will ensure the initiative remains relevant and effective.

Figure 1. Theory of Change



### 3.2. Description of the Transformative impact

Anchored in the JP's Domains of Change, the anticipated "end game" scenario at the end of the three year-JP will include the situation of (I) rural connectivity for MSMEs including women and other vulnerable groups; (II) digital empowerment of MSMEs; and (III) Strengthened Regulatory Environment:

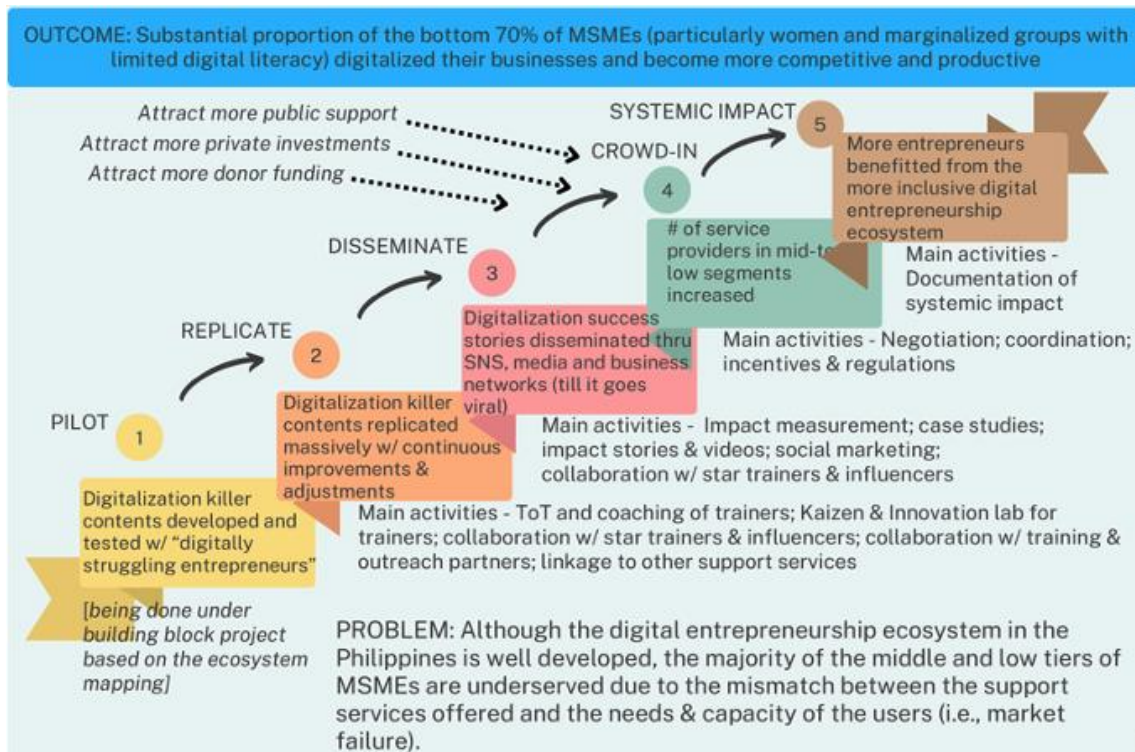
- (1) Rural Connectivity for MSMEs including women and other vulnerable groups:
  - Resource Flow: Increased investment by Local Government Units (LGUs) in affordable and reliable connectivity solutions, such as low earth orbit (LEO) satellite connectivity kits with backups for power outages, and the establishment of digital centers and internet cafes.
  - Norms/Purpose/Policy/Goals: Recognition and implementation of policies at both local and national levels to ensure essential internet connectivity in geographically isolated and disadvantaged areas (GIDAs).
  - Behavior: Advocacy by local political and business leaders to expand internet coverage, recognizing it as critical infrastructure.
  - KPIs/Performance: Measurement of progress through the percentage of the local population and businesses enjoying enhanced internet connectivity.
  - Relationships/Partnerships: Expansion of service providers beyond current entities like SpaceX and LGUs to include new private entities offering satellite connectivity and digital services.
  - Implementation Agreements and Power Dynamics: Transfer of project-procured connectivity kits to LGUs for ongoing operation of rural digital centers.

(2) Digital Empowerment of MSMEs with Capacity Building at Scale 2.0:

- Resource Flow: Commitments from various stakeholders, including line agencies, LGUs, and donor programs, to fund digital empowerment initiatives.
- Norms/Purpose/Policy/Goals: Recognition of digital empowerment as a key goal in development policies, potentially leading to new legislation such as a platform worker protection act.
- Behavior: Competition among service providers to demonstrate successful digital integration by MSMEs using simple digital apps and AI tools.
- KPIs/Performance: Visible transformation through increased use of digital tools by MSMEs, enhancing productivity.
- Relationships/Partnerships: New collaborations in the digital empowerment space, including with AI service providers.
- Implementation Agreements and Power Dynamics: Evolution of tech industry collaboration with regulators to sustain digital transformation.

One way to illustrate the transformative impact to achieve Capacity Building 2.0 at Scale would be as follows. Note that much of the JP resource will be spent on the activities on the REPLICATE stage, but the project team will add critical value at the DISSEMINATE, CROWD-IN and SYSTEMIC IMPACT stages through M&E, communication, partnership expansion and fund leveraging.

Figure 2. Capacity Building 2.0 at Scale, ILO, 2023.



(3) Strengthened Regulatory Environment:

- Resource Flow: LGUs allocating budgets to integrate with e-gov applications and digital services.
- Norms/Purpose/Policy/Goals: Mainstreaming of user-friendly e-gov services into sectoral policies that benefit women, IPs, and other marginalized groups
- Behaviour – Increased use of e-services due to reduction in the transaction cost and removal barriers to accessing government services, aiding the formalization of informal businesses.
- KPIs/Performance: Decreases in informal employment and transaction costs and increases in coverage of social security programs.
- Relationships/Partnerships: Enhanced collaboration among tech solutions providers, government service providers, and MSME organizations.

- Implementation Agreements and Power Dynamics: Development of a self-sustaining e-service ecosystem led by the Department of Information and Communications Technology (DICT) and key government partners.

**LNOB Groups:** These changes aim to improve the livelihoods of digitally-struggling entrepreneurs and workers in sectors like retail, manufacturing, and agriculture-fishery. Special focus is given to women, persons with disabilities (PWD), indigenous peoples (IPs), and those in the informal economy to ensure inclusivity.

**Progress in key SDG targets:** Targeted outcomes of the JP address a spectrum of SDGs, including poverty reduction and income equality (SDG 1: 1.1) gender inclusivity in technology (SDG 5: 5.5), fortifying MSME digitization and fostering an inclusive digital business ecosystem (SDG 8: 8.3), guaranteeing equitable digital platform and e-governance service access (SDG 10: 10.1), and strengthening market linkages (SDG 17: 17.17).

JP also is aligned to the following foci on SDG Transitions: i) Digital Transformation, and ii) Decent jobs and Universal Social Protection. The latter is addressed through such support as the MSME capacity building that will lead to enhanced quality (i.e., decent) jobs and promotion of digital access to social security that will bring the social protection system closer to the universal coverage.

**Enhancement of capacity and development of partnerships of the key stakeholders:** Digital empowerment service providers will enhance their ability to support MSME digitalization sustainably by developing online communities of practice. Government agencies and LGUs will be equipped to provide user-friendly e-government services continually. Innovative e-services will expand their capacity to deliver these services sustainably. This comprehensive approach is expected to drive transformative change across the digital landscape of the Philippines, significantly enhancing the digital inclusion and economic empowerment of MSMEs and vulnerable groups.

Key pillars of transformative change	Key elements of the joint programme demonstrating transformative change
Integration	Three pillars of JP generate mutually reinforcing synergies to enhance the MSME digitalization ecosystem at the national and local level. JP aligns with such primary foci of SDG Transitions as “Digital Transformation” and “Decent Jobs and Universal Social Protection.”
Scale	Digital Empowerment of MSMEs will achieve scale by tapping the outreach capacity of the local service providers to cover at least 15,000 MSMEs in each region annually through a trifecta of TOT (training of trainers), curated digital tools, and a dynamic community of practice. The demonstration of the user-friendly E-gov service and innovative e-services will be replicated by at least 20 LGUs and private service providers than directly supported by JP with estimated financial leverage of around U\$21.2 million.
Speed	Both the “Capacity Building at Scale 2.0” and the demonstration of the first 10 rural digital centers will showcase their first tangible impacts in the first nine months (see details in section 4.2). Other interventions will show impacts in cascaded flow during the 3-year programme.
Sustainability	Sustainability of Digital Empowerment of MSMEs is designed from day one through a trifecta of TOT, curated digital tools, and a dynamic community of practice. Sustainability of e-service is built in by working on the existing e-gov apps and platforms. Sustainability of innovative e-services will be achieved through penetration into mainstream MSMEs beyond early adopters. The relevant laws and regulations ensure that the above are institutionalized. All procured connectivity kits and devices for rural centers will be given to and managed by LGUs
Local context-specific	The JP interventions will be built and fine-tuned based on continuous ecosystem analysis.

### 3.3. Joint programme results

**TR 1: MSMEs and entrepreneurs have improved competitiveness and resiliency thanks to improved usage of digital and AI tools and opportunities.**

**Outcome 1: Enhanced Digital Capabilities of MSMEs and Entrepreneurs.** This will be facilitated by an inclusive digital entrepreneurship ecosystem that bolsters digital and AI capabilities of workers and entrepreneurs, particularly women and vulnerable groups in remote areas. It focuses on delivering training on business digitalization and financial inclusion, promoting crowd work, and supporting export value chains with e-commerce links in key sectors like coconut and aquaculture. The program aims to boost trade and create quality jobs through digital empowerment, enhancing trade for farmers and fisherfolk and refining mechanisms for monitoring the community and financial impact of social enterprises. These efforts will set the stage for comprehensive digital transformation in outcomes 2 and 3, propelling further advancements in the digital economy and governance.

Outputs:

- Output 1.1: MSMEs have increased digital and business literacy and skills and become capable of using digital and AI tools and platforms to improve their business skills and efficiency, financial management, productivity, regulatory and sustainability compliance, meet market access requirements, and access markets through e-commerce.
- Output 1.2: MSMEs, including would-be entrepreneurs and crowd workers, have increased proper usage of digital payment/financial services and crowd work platforms to tap the digital economy opportunities while minimizing risks.

**TR2: MSMEs and entrepreneurs in at least 30 geographically remote and underserved areas, initially prioritizing BARRM, Davao Region, Calabarzon, and Central Luzon have increased access to services at the local level.**

**Outcome 2: Improved Access to Digital Services and Support for MSMEs and Entrepreneurs.** This outcome enhances e-government services at the local level through technical support and improved connectivity. It establishes effective coordination mechanisms across government levels to integrate and amplify technological advancements. Central to this effort are Digital Transformation Hubs, serving as innovation centers where beneficiaries access services, support, and education. These hubs incubate new solutions and foster an environment where digital skills thrive, reducing transaction costs via fintech apps and enhancing social security. Building on digital competencies developed in Outcome 1, this outcome supports an efficient digital governance structure that facilitates policy development and service enhancement in Outcome 3.

Outputs:

- **2.1: Accessible Digital Hubs Offering Services for Conducting Digital Business:** This output will establish and operate digital hubs that provide essential services enabling MSMEs and entrepreneurs to engage in digital business activities. These services may include internet access, access to e-commerce platforms, and other relevant business support services.
- **2.2: Responsive and Accessible Digital Services Based on Citizen Feedback:** This emphasizes continuous improvement of digital services through effective feedback mechanisms and accessibility assessments. Feedback from MSMEs and entrepreneurs will be gathered and analyzed to ensure that the digital hubs and services are accessible and meet their evolving needs and expectations.

**TR3: MSMEs and entrepreneurs in underserved areas are better able to engage and strive in the digital economy thanks to more inclusive, enabling and facilitative policy and regulatory environment.**

**Outcome 3: Gender Sensitive and Supportive Policy and Regulatory Environment for MSME Digitalization.** This outcome focuses on strengthening inclusive policy and strategic development for the digital economy and connectivity. It builds on existing policies and international examples, enhanced by effective data governance and ecosystem analysis. Key interventions include updating the MSME digitalization ecosystem assessment,<sup>3</sup>

<sup>3</sup> The preliminary assessment was done at the inception of the preceding project. The updated ecosystem assessment will guide Outcome 1 interventions of JP to address weak linkages of the existing ecosystem such as the market failure of the existing ecosystem to respond to the needs of the digital novice MSMEs, and the latency to respond to the opportunities and risks posed by new technologies (e.g., AI use cases to MSMEs in marketing and viable business ideas, utility of free POS apps).

conducting policy and regulatory assessments, and engaging in multi-stakeholder dialogues. It supports the digitalization of select nationwide government services essential for MSMEs. This outcome synergizes with Outcome 2, leveraging efficient digital governance structures to implement inclusive policies that foster an environment conducive to digital inclusivity and competitiveness as targeted in Outcome 1.

Outputs:

- **3.1: Policy and Regulatory Framework Conducive to MSME Digitalization:** This output reviews and advocates for policies and regulations that foster a supportive environment for MSME digitalization while upholding human rights principles. It aims to address barriers and create opportunities for MSMEs to thrive in the digital economy.
- **3.2: Enhanced Government Capacity for Digital Service Delivery to MSMEs:** This output improves the capacity of government institutions to deliver efficient and accessible digital services relevant to MSMEs. This includes digitizing key government services and streamlining processes to better support MSME needs.

Leveraging funding and financing from a consortium of actors, including government, private sector, financial institutions, and global initiatives such as the EU Global Gateway, will underpin the JP's implementation.

Anticipated resources to be mobilized for the JP are as follows, with further elaboration on Section 3.5.

	<b>Value (in USD)</b>
<b><i>Institutional support and financing from a broad digital ecosystem</i></b>	<b>2,462,646</b>
<b><i>DICT</i></b>	<b>394,646</b>
w/UNDP	100,000
w/ILO	294,646
<b><i>DTI, w/ITC</i></b>	<b>50,000</b>
<b><i>MILG – BARMM, w/UNDP</i></b>	<b>385,000</b>
<b>UNDP</b>	<b>10,000</b>
<b>ILO</b>	<b>1,603,000</b>
ILO	65,000
RBSA on Formalization	200,000
ECCP-CRESCENT	18,000
Local government units/local chambers/NGOs/DTI/DOLE/TESDA	1,000,000
ADB-TESDA	320,000
<b>ITC</b>	<b>20,000</b>
<b><i>At least 20% of the LGUs allocating around 1% of total LGU budget</i></b>	<b>10,000,000</b>
<b><i>Increased private sector investments anticipated with the adoption and expansion of viable digital products and services</i></b>	<b>8,750,000</b>
<b>Total mobilized</b>	<b>21,212,646</b>

### 3.4. LNOB framework and Human Rights Mechanisms

This Joint Programme demonstrates a strong commitment to the "Leave No One Behind" principle by focusing on those digitally marginalized due to social, geographical, and generational factors. In the Philippines, only 17% of women-owned MSMEs utilize business accounts compared to 39% for men, highlighting a significant disparity driven by a lack of awareness and digital proficiency among women. With women owning approximately 66% of the 952,969 MSMEs, targeted interventions are critical to prevent worsening inequality.

The Committee on Economic, Social and Cultural Rights (E/C.12/PHL/CO/5-6 [CESCR 2016]) noted the substantial gender disparity in labor market participation. They advocate for enhanced vocational training and awareness campaigns to increase women's labor market involvement and transition to formal employment sectors. Moreover, Filipinos with disabilities, who are often relegated to low-paying jobs due to educational and employment barriers, face significant stigmatization and exclusion from decision-making processes.

The latest national poverty estimates released in 2021 shows an increase in the poverty incidence to 18.1% from

16.7% in 2018. While unemployment rate dropped 1.8% from 6% to 4.2% in 2022, Labor Force Survey data showed indicated that 38.3% of those employed are in vulnerable forms of employment. These workers are less likely to have formal work arrangements and access to social protection, exposing them to more risk during a crisis.

To address these challenges, the JP will foster inclusive digitalization of MSMEs and SEs to improve employment opportunities for marginalized groups such as women, Persons with Disability (PWD), and those in the informal sector, particularly in remote areas. The program will support these groups in leveraging digital and AI tools, upskilling, and accessing new markets through targeted interventions.

The JP's approach involves a participatory design process for training modules, ensuring content relevance and early engagement with vulnerable groups to tailor interventions effectively. This strategy is supported by collaborations with organizations that serve these groups, facilitating the design and implementation of effective engagement strategies.

Overall, this comprehensive strategy aims to enhance digital and economic inclusion for the most vulnerable, promoting equitable growth and empowerment within the digital economy, aligned with human rights principles, including the recommendations from the Committee on the Rights of Persons with Disabilities and addressing systemic barriers in education and employment.

List of marginalized and vulnerable groups <sup>4</sup>	Dedicated Output
Women	Output 1.1, Output 2.1, Output 2.2, Output 3.1
Persons with disabilities	Output 1.1, Output 1.2, Output 1.3, Output 2.1, Output 2.2
Indigenous peoples	Output 1.1, Output 2.1, Output 2.2, Output 3.2
Other groups: People Living in Extreme Poverty	Output 1.1, Output 1.2, Output 1.2, Output 2.1, Output 2.2, Output 3.2

### 3.5. Sustainability plan and exit strategy

#### 1) Institutional sustainability

The JP aims to enhance digital transformation and inclusivity in the Philippines through robust institutional support and financing, focusing on leveraging around USD 2.4 million for rural connectivity and e-government services. Collaborating with key government partners like NEDA, DOLE, and DSWD, the JP ensures ownership of processes and outcomes, embedding a sustainable exit strategy through a training-of-trainers approach. This approach relies on the existing capacity of training partners to empower MSMEs with enduring capabilities beyond the program's conclusion.

Additionally, the JP aligns with *the Global Accelerator on Decent Jobs and Social Protection for Just Transition*<sup>5</sup>, emphasizing digital empowerment in priority sectors. High-level guidance and strategic alignment across implementing partners are maintained by an active JP Steering Committee, enhancing coordination and ensuring the delivery of country-level results, including gender outcomes. The JP also engages with local and international partners like the EU Delegation and the European Chamber of Commerce of the Philippines, facilitating streamlined dialogues and harmonized activity implementation for maximum impact and sustainability.

<sup>4</sup> The other marginalized and vulnerable groups include, amongst other, minorities (incl. Ethnic, religious, linguistic...), people of African Descent, persons deprived of their liberty, peasants and rural workers, human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...), migrants, stateless persons, LGBTIQ+ persons (sexual orientation and gender identity), persons living with (HIV/AIDS, leprosy...), persons with albinism, victims or relatives of victims of enforced disappearances, victims of (slavery, torture, trafficking, sexual exploitation and abuse...). List as per the standard 20 LNOB groups according to the Implementation Guide for the Output Indicator Framework for measuring the United Nations contribution towards the Sustainable Development Goals: [https://1102656428-files.gitbook.io/~files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe\\_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuOo7qKb5ycyl%2FG%20-%2020221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89](https://1102656428-files.gitbook.io/~files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuOo7qKb5ycyl%2FG%20-%2020221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89).

<sup>5</sup> The Philippines has recently joined the Pathfinder Countries of the UN Global Accelerator on Jobs and Social Protection for Just Transitions which aims to bring together Member States, UN agencies, international financial institutions, social partners, civil society, and the private sector to help create 400 million decent jobs, including in the green, digital and care economies, and to extend social protection coverage to the 4 billion people currently excluded.

## 2) Financial Sustainability

The collaboration will assist the government in designing policies that allocate public resources effectively for digitally marginalized communities, aiming for at least 1% of the total Local Government Unit (LGU) budget, with an expected financing for digitalization policy around USD 10 million across at least 20% of LGUs. The JP will leverage cost-sharing mechanisms with key development partners, including International Financial Institutions like the World Bank and Asian Development Bank. This involves accessing a mix of commercial and concessional loans, private sector investments, and Technical Assistance grants for initiatives such as fintech services, critical delivery logistics, and technologies for Technical and Vocational Education and Training (TVET), enhancing digitalized value chain transactions. This approach ensures financial sustainability for MSME capacity building from the start of the JP.

## 3) Community sustainability

The JP will utilize successful case demonstrations to potentially expand capacity-building services to broader segments of MSMEs located in at least 10 additional LGUs, focusing on digitally challenged entrepreneurs, particularly women. The program will establish an online community of practice to foster continuous learning about effective technological solutions for MSMEs. Through partnerships with key government agencies, additional 10 local government units, and private sector networks—including the Employers Confederation of the Philippines, the Philippine Chamber of Commerce and Industry, and the Philippine Business for Social Progress—this initiative will enhance the digital ecosystem for MSMEs. By adopting and expanding viable digital products and services, the JP aims to increase private sector investments to approximately USD 8.75 million, thereby ensuring the widespread accessibility of digital transformation benefits, especially in remote and disadvantaged areas.

## 4. Adaptive implementation and Management arrangements

### 4.1. Adaptive programme implementation

The JP will implement an Adaptive Programme Management (APM) approach to continuously learn and improve programme relevance and effectiveness throughout the programme cycle. The APM approach will be monitoring developments which may include: shifts in policy priorities, personnel changes in relevant institutional stakeholders, threat of conflict within the region, extreme weather events, and more.

A Phased Approach will be taken by the JP to properly manage budgets and timelines, starting from the low-hanging fruits and accelerating the pace of implementation by building the initial success. The first 6-9 months will aim to achieve (1) Operationalization of 10 digital centers with e-services impacting MSMEs, and (2) Massive replication of the MSME digitalization training-cum-coaching by the first few partners to 3,000 MSMEs with the first confirmed use cases of digital and AI apps and services by MSMEs, with focus on empowerment of women and other vulnerable groups. These will pave way for other LGUs and training partners to follow the suit in the following period with likely acceleration of the implementation as new partners are added. The next phase of the JP will, however, coincide with the midterm elections in the Philippines, therefore requiring an assessment of government priorities and changes in leadership. This will potentially be the biggest risk for the JP as government support and buy-in will be necessary for the success of the programme.

Monitoring, Evaluation, and Learning (MEL) will be essential to support PUNOs in tracking progress, informing decision-making, and contributing to continuous learning throughout the JP cycle. The JP teams will meet at least once a month to allow for accountability between organizations and enough time to adjust strategy and targets. The JP will utilize several strategies to implement an adaptive programme. Monitoring and evaluation using real-time data, including gender related project accomplishments, will be necessary to maintain up-to-date insight and flexibility for realignments in strategy without the need to wait for the end of the project cycle.

PUNOs and external partners will manage key data sets on the expected outcomes of the JP. Action Research will utilize data collected and analyzed throughout the JP as inputs for new action plans set by the management team. PUNOs' gender focals could be activated to provide additional support and to ensure that the project advocates gender equality across its components. Further, insights from the JP for the previous quarter's implementation

shall be presented during the regular assembly of the PUNOs. At least once a year, the JP Steering Committee shall be convened to update the Heads of Agencies on the progress of the joint programme.

Monthly JP Team meetings will be convened and hosted alternately by the PUNOs to ensure the progress of the JP to meet expected outcomes. Relevant partners such as Civil Society Organizations (CSOs) representing vulnerable groups may be invited to the meetings to ensure inputs from key stakeholders. The purpose of the meetings include:

- Provide a verbal report of progress on the JP for the period;
- Enable the PUNOs and partners to provide input and feedback on strategic direction based on learnings from the previous quarter;
- Discuss ongoing and potential risks and risk-mitigation strategies to limit delays in achieving the outcomes;
- Consultation regarding potential diplomatic events (elections, state visits, etc.) and dialogues;
- Discuss learning and knowledge sharing opportunities;
- Discuss gender-related issues faced in the implementation of the JP;
- Explore collaboration opportunities with partners and other relevant work supported by the PUNOs.

Besides that, JP will hold quarterly digital technology review to make sure that the capacity building and advisory services of JP will be constantly updated and remain relevant within the rapidly evolving digital ecosystem of the Philippines.

## 4.2. Management Arrangements

The **Steering Committee** is the overarching high-level mechanism that will provide leadership, vision and strategic direction, make resource allocation decisions, endorse the annual workplan and monitor the JP progress towards achieving transformative change and desired objectives. It provides a platform for high-level dialogue, coordination, communication and advocacy among stakeholders, ensuring adaptive implementation of the JP based on evolving priorities. Co-chaired by the UN Resident Coordinator and the Secretary (Minister) of Information and Communications Technology, its membership will include: (1) one senior representative from each of the PUNOs (UNDP, ILO, ITC); (2) one senior representative from each of the key government ministries; and (3) selected representative/s from business, civil society and/or targeted groups (engaged in digital work but who are not members of the implementing partner organizations), as deemed appropriate. Efforts will be made to ensure gender balance in the composition of the JPSC. It will meet at least once a year.

The **JP Team** – under the coordination and programmatic leadership of UNDP as the lead PUNO in close collaboration with ILO and ITC - will manage for results in accordance with the JP results framework, work plan and budget. The JP team is accountable to and has a dual reporting role to the JPSC and to their respective PUNOs. They will sequence planned activities, monitor implementation and the achievement of results, learn lessons and make adjustments for greater effectiveness together with government, IPs and non-UN partner (private sector, trade unions, CSOs, targeted groups). Meetings will be held once a month to ensure adaptive and responsive programme execution.

A **JP Management Unit** will be established to ensure joint planning, synergies, and cohesive implementation across participating agencies. It will provide common business services for the JP and support the lead PUNO: (1) Organize and chair JP team meetings; (2) Update the JP results framework, work plan and budget; (3) Lead joint monitoring and learning efforts, including joint field missions, (4) Develop and implement a joint communications plan and strategy (5) Facilitate programmatic learning and adjustments, (6) Consolidate the annual results-based report, based on inputs from other PUNOs; and (7) Organize, support and report to JP SC and TWG meetings.

Programmatic and financial accountability will rest with each individual PUNO. Each PUNO will ensure monitoring their own results, tracking performance through the collection of appropriate and credible data and other evidence; analyzing evidence to improve effectiveness and efficiency, and to adjust JP results and strategy, if needed; and checking assumptions and risks, including review of the sustainability plan and exit strategy. Gender disaggregated data will be used to guide the JP Team in making the necessary adjustments to ensure effective interventions for the women targeted by the programme. Each PUNOs' gender focal shall be engaged in the planning and implementation of the JP to ensure interventions to be people-centered and gender-sensitive.

**RCO will work closely with the JP team and provide strategic guidance and good offices support** to the project relating to strategic planning, resource mobilization, communications, partnership recognition, and M&E. The RC will convene quarterly strategic meetings of PUNO HOAs, or as the need arises, as part of internal oversight and to prepare for milestone activities of the JP.

The JP will ensure close coordination with EU, Spain and international development partners building on existing fora/mechanisms for synergies. The JP will ensure partner recognition and seek to apply and promote South-South and triangular cooperation.

## 5. Monitoring, accountability, financial management, and public disclosure

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting a concise annual report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee, co-chaired by the RC, is mandated to oversee and monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information upon requested. Additionally, the Joint SDG Fund Secretariat may request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding/financing) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the report.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5% of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through project support costs will be 7%, with exception of WFP and UNHCR which should be 6,5%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund. PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

## ANNEX 1: Mapping of related projects, investments and other development initiatives

*From the UN system, Government, EU, IFIs, other donors, civil society, and private sector as relevant.*

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
<b>INTEGRATION THRU DIGITAL CENTERS &amp; CONNECTIVITY</b>					
<a href="#"><u>Free Wifi for All</u></a>	Increased access to Internet services in public places. Activation of 2,200 free Wi-Fi access points across the Philippines to benefit 2M unique user devices.	The JP will build upon the internet access points established by the project.	UNDP, DICT	USD 19.6M (DICT)	September 2018 to December 2024
<a href="#"><u>Localizing e-Governance for Accelerated Provision of Services</u></a>	Increased access and improved public service delivery of BARMM local government units and ministries by using ICT solutions and simplification of government processes.	The JP will build upon the internet access points and digital centers with digitized government services established by the project.	UNDP, MILG	USD 14.6M (MILG)	March 2022 to December 2025
<a href="#"><u>Bringing Back Jobs Safely: Rebooting Small and Informal Businesses Safely and Digitally Project (2 Innovation Hubs, 15-20 Starlink sets for GIDAs, 800 datacards for MSMEs)</u></a>	The project aims at contributing to improving the safety and health of workers in MSMEs in the non-metropolitan regions of the Philippines and mitigating the negative socioeconomic impact of the COVID-19 crisis. To achieve its goals, the project will work with the national network of training service providers to deliver the training on i) COVID OSH and ii) digitalization of business operations (e.g., digital entrepreneurship, e-commerce strategies and digital financial literacy).	The JP will build on the construction and operationalization of Digital Innovation Hubs in provincial cities to provide added internet connectivity and co-working spaces to the provincial MSMEs.	ILO with DICT, PATAMABA, FFW, DOLE	USD 2.22M	June 2021 to April 2024

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
<b>Bringing Back Jobs Safely: Rebooting Small and Informal Businesses Safely and Digitally Project (digital entrepreneurship, e-commerce, digital financial literacy)</b>	The project aims at contributing to improving the safety and health of workers in MSMES in the non-metropolitan regions of the Philippines and mitigating the negative socioeconomic impact of the COVID-19 crisis. To achieve its goals, the project will work with the national network of training service providers to deliver the training on i) COVID OSH and ii) digitalization of business operations (e.g., digital entrepreneurship, e-commerce strategies and digital financial literacy).	<i>Contributes to JP Outcome 1:</i>  The JP will build on ongoing interventions on capacity building to support the digitalization of MSME business operations and the use of AI through the training-of-trainer based replication model.	ILO with DTI, DOLE, TESDA, DA, BSP, DICT, ECCP-CRESCENT, ECOP, Davao Chamber, PMAP-Davao, NATCCO, PYEA (Government of Japan)	USD 2.22M	June 2021 to March 2024
<b>OTHER PROJECTS RELEVANT TO THE JOINT PROGRAMME</b>					
<b>Creating Responsible, Sustainable and Competitive Enterprises in the BARMM agribusiness sector (BARMM CRESCENT)</b>	Creation of responsible, sustainable, and competitive enterprises in the BARMM Agribusiness section as well as initiating investment and export promotion activities	<i>Contributes to JP Outcome 1:</i>  CRESCENT is an ongoing training partner of ILO in BARMM replicating the digital entrepreneurship training for MSEs and productivity training for SMEs	European Chamber of Commerce of the Philippines (ECCP)	The project budget is unknown, but is part of the 20 million Euro Bangsamoro Agri-Enterprise Program (BAEP)	2023-2027
<b>Strengthening Private Enterprises for the Digital Economy (SPEED)</b>	Improving SME capacity to adopt digital technologies; supporting the integration of SMEs and e-commerce platforms in logistical supply chains; increasing the use of e-payment systems and other fintech innovations; and strengthening consumer awareness and protection	<i>Contributes to JP Outcome 1:</i>  SPEED team helped DTI to draft the Philippine SME Digitalization Agenda of which JP should also be part. SPEED could be a channel to replicate the MSME digital empowerment training of Outcome 1 (they are interested, indeed).	DTI, BSP, PCCI, Philippine E-commerce Alliance	USD 18M from USAID	2023-2027
<b>APEC project – Advancing</b>	The project aims to	<i>Contributes to JP Outcome 1:</i>	ILO with Womenbiz.PH,	USD 155,150	2022

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
<b>Women in Tech through the Digital Platform Economy</b>	empower women in the tech sector and enhance their participation in the digital platform economy across APEC member economies.	The JP will build on the draft code of ethics and model contract for platform economy workers towards decent work and social protection as well as recommendations to improve the digital skills of women tech workers in the digital platform economy.	DTI, PCW		
<b><u>Rebuilding Better</u> (women entrepreneurship under the pandemic incl digital)</b>	The project aims to support women entrepreneurs in Malaysia, Philippines, and Thailand to recover from the COVID-19 pandemic and adopt more sustainable and resilient business models by strengthening their access to vital support services.	<i>Contributes to JP Outcome 1:</i>  The JP will build on interventions such as business continuity planning, skills development, and access to finance, which included the promotion of digital transformation.	ILO with JP Morgan	USD 840,000 (Centralized budget for 3 countries)	January 2021 to March 2024
<b><u>Women in STEM</u></b>	The project aims to strengthen linkages between private sector firms, social partners, and vocational training centers to ensure greater opportunity through higher entry, retention and advancement of women workers in STEM-related positions.	<i>Contributes to JP Outcome 1:</i>  The JP will build on the hard and soft skills training delivered by the project, which included enhancing their technical competencies, providing career guidance and mentorship to navigate STEM careers, awareness- raising through advocacy, and networking opportunities, for gender-sensitive policies to support women's advancement in STEM.	ILO with JP Morgan, Great Women, TESDA, DICT	USD 285,000	September 2017 to October 2022
<b>Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention and Economic Empowerment (PROACTIV)</b>	Enabling environment for sustainable employment and enterprise development created; and initial peace dividends delivered, and confidence-	<i>Contributes to JP Outcome 1:</i>  The JP will refer to the lessons learnt of the project when it comes to creating, enhancing, and/or	UNDP with European Union Delegation in the Philippines, the Office of the Presidential Adviser on Peace, Reconciliation and Unity (OPAPRU)	USD 4,405,199.43	January 2022 to June 2024

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
	building promoted, through improved access to basic communal services and facilities; an Social cohesion and community resilience strengthened	diversify income sources through livelihood intervention, capacity building on sustainable agriculture production, and entrepreneurship, vocational training for alternative livelihoods, and access to micro-grants.			
<a href="#"><u>Innovation for Social Impact Partnership (ISIP)</u></a>	Contribution of SDGs accelerated and sustained	<i>Contributes to JP Outcome 1:</i>  The project will leverage the groundwork laid by the ISIP project, focusing on MSMEs alongside engaging agencies and various stakeholders.	UNDP, Australian Aid	USD 2.4M	January 2018 to June 2023
<a href="#"><u>Youth Empowerment Project in Asia and the Pacific (YEP-AP/Youth Co:Lab)</u></a>	Young social entrepreneurs have enhanced economic opportunities; young people are enabled to take, advocate for and drive climate action; digital inequality is reduced for underserved young people; young people are enabled to participate in and positively influence decision making; political processes and governance institutions.	<i>Contributes to JP Outcome 1:</i>  The JP will expand upon the successes achieved through the YEP/Youth CoLab initiative, specifically targeting the empowerment and support of young entrepreneurs. Building on the foundation laid by previous efforts, the project can foster an ecosystem conducive to youth-led innovation, providing mentorship, training, and resources to enable young entrepreneurs to thrive and contribute meaningfully to sustainable development and economic growth.	UNDP, Citi Foundation	USD 110,000 (2024 – 2025)	2017 to present
<a href="#"><u>Women Organizations and Networks Delivering Assistance for COVID-19 Response (WONDER)</u></a>	Recovery of vulnerable communities, especially those who have been facing the multiple burdens of the pandemic and the recent typhoons in the Philippines, and boost women’s economic	<i>Contributes to JP Outcome 1:</i>  The JP could leverage the established stakeholders and organizations engaged by the WONDER project to create a collaborative ecosystem. By expanding training modules	UNDP, Citi Foundation	USD 250,000 (Citi Foundation)	December 2020 to January 2021

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
	<p>empowerment through e-commerce training, aims to support the livelihood of displaced or unemployed women workers and women-led enterprises in the following sectors: manufacturing (sewing), retail, and agribusiness, among others. The project aims to assist these women to adapt to the economic challenges brought about by COVID-19 by transitioning online to hopefully diversify and expand their customer reach. The training, which will be coursed primarily through video-recorded lessons and online discussions, will include topics such as basic business principles, digital marketing, branding, and selling, among others. The project will also provide production, registration, and marketing support and catalyze critical linkages by integrating UNDP's EMPOWER PH and SIKAP platforms in the training modules and video-recorded lessons.</p>	<p>to encompass advanced digital skills, fostering partnerships with e-commerce platforms for wider market access, and implementing mentorship programs facilitated by successful entrepreneurs from the WONDER network, this new project can further empower MSMEs and sustainably drive economic growth and resilience in the Philippines</p>			
<p><a href="#">Synergizing Recovery Initiatives, Knowledge, and Adaptation Practices (SIKAP) MSME resilience</a></p>	<p>SIKAP is an s a unified online business recovery hub that will help MSMEs</p>	<p><i>Contributes to JP Outcome 1:</i>  The JP can harness the expertise and partnerships</p>	<p>UNDP, UNOCHA, PDRF</p>	<p>USD 60,000</p>	<p>June 2020 to December 2020</p>

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
<a href="#">hub</a>	bounce forward to the “next normal.” It is an all-in-one source of practical and useful business tips, available loan programs from government agencies and private sector organizations, and mentorship opportunities for MSMEs. SIKAP was developed by PDRF with the support of the Connecting Business Initiative and in partnership with the UNDP and the UN Office for the Coordination of Humanitarian Affairs (UNOCHA).	developed through SIKAP, continuing to empower MSMEs and contribute to their long-term success in navigating the evolving business landscape. The project can use the platforms and modules used in the training for business resilience.			
<a href="#">Financial Inclusion for Recovery of Marawi</a>	The Project seeks to support 10,000 of the most vulnerable IDPs to meet their basic needs through the provision of immediate cash assistance using innovative and appropriate cash transfer technology with a view, as well, of catalyzing the restarting of businesses and livelihoods of the IDP groups	<i>Contributes to JP Outcome 1:</i>  The JP will utilize lessons from the implementation of Shariah-compliant digital cash transfers. Out of the 10,000 IDPs, 8,350 received one-time transfers; 1,050 were employed through cash for work or care work activities; and 600 IDPs were assisted to recover assets or gain access to diversified livelihood. Beyond the immediate beneficiaries, the project is estimated to have reached 60,000 people through complementary advocacy, communications, and financial literacy interventions corollary to the introduction of the digital	UNDP, Oxfam, IDEALS, PDRRN	USD 991,923 (OCHA, BPPS)	April 2018 to December 2018

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
		<p>transfers platform (a personalized identification and pre-paid card called "iAFFORD"). The project facilitated the quick and safer sourcing of basic goods and services directly from local traders and service providers via cashless purchases at participating community stores, some of whom were the asset-recovery beneficiaries themselves. The beneficiary IDPs were also able to use the iAFFORD card to safely store their money, send remittances, pay bills/utilities, and access Shariah-compliant micro-insurance; thus, enabling them to have better control over the management of their finances in support of immediate needs and faster recovery. Towards the end of the project, the beneficiaries signified continued interest in making use of the iAFFORD card and taking advantage of its many features. In the post-distribution evaluation, it has been determined that the beneficiaries find the cards continually useful in making purchases, saving money, and sending and receiving remittances</p>			
<p><a href="#">Adaptable Digitally-Enabled Post-crisis Transformation (ADEPT digital cash transfers)</a></p>	<p>The Adaptable Digitally-Enabled Post-Crisis Transformation (ADEPT) Project implemented an end-to-end digital solution for household cash</p>	<p><i>Contributes to JP Outcome 1:</i></p> <p>The project can capitalize on the ADEPT project's successful technology adoption and capacity-</p>	<p>UNDP, City of Pasig, IDInsight</p>	<p>USD 329,945</p>	<p>March 2020 to October 2020</p>

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
	<p>transfers that can be offered to a range of NGAs and LGUs that are interested in using digital financial services (DFS) during the COVID 19 crisis. It developed a system for a more efficient and cost-effective way for different levels of government to disburse funds to those negatively affected by the impact of COVID-19, including vulnerable and marginalized groups such as women, lesbian, gay, bisexual, transgender, and queer (LGBTQ) and persons with disabilities (PWDs), while ensuring that adequate protection is provided to project participants to avoid contributing to an increase in the transmission of COVID-19.</p>	<p>building efforts, enabling MSMEs to efficiently transition to digital operations. Collaborating with government agencies can facilitate policy support and regulatory frameworks conducive to digital MSMEs' growth, while maintaining a strong focus on data security, inclusivity, and scalability ensures sustainable development and economic empowerment within the MSME sector.</p>			
<p><b>From cash to digital wage payment in the Philippines</b></p>	<p>The research study is the result of a joint effort by Women's World Banking and the ILO to investigate the potential of wage digitization to contribute to enhancing workers' financial inclusion and boosting business efficiencies in South East Asia.</p>	<p><i>Contributes to JP Outcome 1:</i></p> <p>The JP will build on key recommendations to drive widespread adoption and usage of responsible digital wage payments, which includes: enabling women to actively use financial services to deepen financial inclusion; enhancing and strengthening the digital</p>	<p>Women's World Banking - ILO with BSP, DOLE, ECOP</p>	<p>-</p>	<p>2021</p>

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
		payments ecosystem; and promoting adoption of innovative digital wage payment solutions among small enterprises.			
<a href="#">Digital Wages for Decent Work project</a>	The project aims to accelerate the responsible transition from cash to digital wage payments in the Philippines for the benefits of enterprises, workers, and governments. It promotes this transition at the macro, meso, and micro levels, which includes building conducive regulatory environments and inclusive digital payment ecosystems, developing capacities of employers and workers' organizations, working with employers to convert to digital wage payments, and improving workers' financial and digital literacy.	<i>Contributes to JP Outcome 1:</i>  The JP will build on capacity building interventions which include tools and training modules, with employers and platform operators on fair wage practices and decent work standards.	ILO with ECOP, BSP, DOLE, DTI (Bill and Melinda Gates Foundation)	USD 170,000	June 2021 to September 2024
<a href="#">ARISE Plus Philippines</a>	Improve the Philippines' trade performance and competitiveness.	<i>Contributes to JP Outcomes 1 and 2:</i>  The project aims to facilitate the identification and leveraging of export priorities through MSME and policy support, and strengthen institutional and private sector capacities on trade facilitation for the implementation of national legislation and international trade commitments. Several	ITC, DTI, DA, FDA, BOC, PYEA, PCCI, PHILEXPORT, WBCP	EUR 5.8mn (EU)	March 2021 – February 2025

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
		tools, materials and resources developed under ARISE Plus Philippines will be of high relevance to the JP. This includes, inter alia, digital platforms (Quality for Trade platform, e-curriculum for exporters...), policy assessments, and networks of certified experts across the country.			
<a href="#">SheTrades Philippines</a>	Empower Philippine women-owned businesses.	<p><i>Contributes to JP Outcome 1:</i></p> <p>The Hub serves as resource centre for Philippine women-led businesses, policymakers, business support organizations and private-sector partners to improve the business support ecosystem and foster a community of partners to enable women's success in trade. The JP will benefit from existing and future digital-related activities and tools for Philippine women exporters.</p>	ITC, DTI WBCP, PCCI, PHILEXPORT	USD 30,000	Until 2028
<b>EU Green Economy Programme for the Philippines</b>	Enhance capacities of LGUs to address circular economy issues within their communities, through strengthening of the enabling policy environment, establishment of partnerships at the local and national level, mobilization of collective ownership, and identification and leveraging of sources of sustainable finance	<p><i>Contributes to JP Outcome 1:</i></p> <p>The Programme will set up a facility for innovation grants for CSOs and startup, impact investments to test and curate CE business models, including the provision of technical assistance for the development of CE proposals, linking with markets and investors, value chain analysis, improvement of products, and marketing strategies.</p>	UNDP, GIZ, IFC, Expertise France	USD 25,545,800 (EU)	March 2024 – August 2028

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
<b>Assessment of shock-responsive social protection in the Philippines under the global crisis of food and energy</b>	The ILO, with the support of the Joint SDG Fund and in collaboration with FAO and WFP, aims to undertake an assessment and consultations to better understand and inform the capacity of the Philippines' existing social protection system, including its programmes and delivery mechanisms, to build resilience prior to a crisis and support people throughout the current one. The	<i>Contributes to JP Outcome 2:</i>  The JP will build on policy and operational options (e.g., addressing "implementation bottlenecks") to adapt selected social protection programmes and mechanisms of the system to respond to the crises i.e. digital payment delivery systems, registration and other digital technologies for recording and data collection	ILO with WFP-FAO (part of UN JP SDGF)	USD 35,000	2022 to 2023
<a href="#"><b>Skills for Prosperity</b></a>	The project aims to contribute to increasing national capacity to achieve sustained and inclusive growth through the enhancement of skills development and technical vocational education and training Systems	<i>Contributes to JP Outcome 2:</i>  The JP will build on initial discussions with TESDA and stakeholders on the application of Extended Reality (XR) technology and other solutions in TVET delivery, lifelong learning and skills development to the context of the Philippines.	ILO with TESDA, DepED, social partners (Government of UK)	USD 4.176M	November 2019 to September 2023
<b>Supporting Innovation in the Philippine Technical and Vocational Education and Training System Project</b>	17 TTIs (one in each region of the Philippines) upgraded and modernized; Philippines' skills development ecosystem modernized; TVET made more demand-driven and industry-led	<i>Contributes to JP Outcome 2:</i>  Possible replication channel for the AR-aided TVET that ILO will support TESDA to introduce in one of their Innovation Centers under JP	Technical Education and Skills Development Authority (TESDA)	USD 100M (ADB)	Feb 2023 to Jul 2028
<b>Rise from Multiple Crises through the Integrated Formalization of Informal Economy with Social Protection and Decent Work</b>	Demonstrate e-formalization of informal businesses and digital inclusion of their workers into social security in	<i>Contributes to JP Outcome 2</i>	ILO	USD 400,000 USD (from ILO internal resources)	Mar 2023 to Feb 2025

Name of project / investment / initiative	Key expected results	Relevance for the JP	Implementing partners	Budget and funding source	Timeframe
<b>in the Philippines (Formalization RBSA)</b>	select subnational areas				
<b>Global Accelerator on Jobs and Social Protection</b>	The Global Accelerator on Jobs and Social Protection for Just Transitions is an initiative launched in September 2021 by the UN Secretary-General. It aims to bring together member States, international financial institutions, social partners, civil society, and the private sector to help countries create 400 million decent jobs, including in the green, digital and care economies, and to extend social protection coverage to the 4 billion people currently excluded. A Technical Support Facility coordinated by the ILO provides operational guidance for global, regional and country-level activities (which includes the Philippines as pathfinder country).	<i>Contributes to JP Outcome 3:</i>  The JP will build on proposed digital solutions to address policy and programme gaps to expand social protection and jobs including financing gaps. This can include enhancing digital skills, bridging the digital divide and promoting the transformative potential of digital technologies.	ILO, UNDP, UNICEF (UN JP SDGF)	USD 200,000	2024-25
<b>Digital BDS and Digital Financial Services Check in the Philippines</b>	Mapping of the digital BDS and DFS as the central pillars of the MSME digitalization ecosystem of the Philippines	<i>Contributes to JP Outcome 3:</i>  Basis for the updated ecosystem assessment	ILO (Bringing Back Jobs Safely project)	USD 13,530 (Japan)	2021-2022

## ANNEX 2: Integrated results framework, work plan and budget

Contribution to Cooperation Framework Outcome(s) and Output(s)
<b>Outcome 1:</b> By 2028, all people, especially those at risk of being left behind, have increased resilience to economic, climatic, disaster, and public health risk through improved, equitable, and gender-responsive access to and utilization of quality social services, social protection, healthy habitat, enhanced good governance and peace.
<b>Outcome 2:</b> By 2028, all people, benefit from a more integrated, innovative, inclusive, and sustainable economy that generates decent work and livelihood opportunities.
<b>CF Output 2.1</b> Institutions, policies and systems are improved to boost the competitiveness of the business environment and facilitate the participation of firms and enterprises, in productive and innovative industrial activities, modernized agriculture and agribusiness opportunities integrated into global value chains of a digitalized economy.

Joint Programme Outcomes			
<b>CF Outcome statement 1: Enhanced Digital Capabilities of MSMEs and Entrepreneurs</b>			
<b>Outcome indicator 1.1:</b>	Baseline:	Target:	Means of verification:
<b>Increased usage of digital technologies</b>	Increased usage of digital technologies	15,000 MSMEs a increased usage of digital technologies/services	Project M&E system that captures the MSME level impact per training programme.
<b>CF Outcome statement 2: Improved Access to Digital Services and Support for MSMEs and Entrepreneurs</b>			
<b>Outcome indicator 2.1:</b>	Baseline: 0	Target: 500	Means of verification:
<b>Number of MSMEs and entrepreneurs with improved access to digital services</b>			Reports from Digital Transformation Hubs
<b>CF Outcome statement 3: Gender Responsive and Supportive Policy and Regulatory Environment for MSME Digitalization<sup>6</sup></b>			
<b>Outcome indicator 3.1:</b>	Baseline:0	Target: 3	Means of verification:
<b>Number of technical studies/papers/legislations/policies developed and endorsed on enhancing the regulatory and policy framework for digital economy in the Philippines</b>			Publications

<sup>6</sup> **CF 2.1** Institutions, policies and systems are improved to boost the competitiveness of the business environment and facilitate the participation of firms and enterprises, in productive and innovative industrial activities, modernized agriculture and agribusiness opportunities integrated into global value chains of a digitalized economy is aligned with JP's Outcome statement 3.

<b>Joint Programme Outputs</b>			
<b>OUTPUT 1.1.: MSMEs have increased digital and business literacy and skills and become capable of using digital and AI tools and platforms to improve their business skills and efficiency, financial management, productivity, regulatory and sustainability compliance, meet market access requirements, and access markets through e-commerce.</b>			
<b>Output indicator 1.1.1:</b>	Baseline: 0	Target: 14,500	Means of verification: Project Progress Reports on the basis of the reporting from the trainers and project M&E system; surveys and studies.
<b>Number of MSMEs and entrepreneurs (disaggregated by sex) guided by business digitalization process</b>			
<b>Output indicator 1.1.2:</b>	Baseline: 0	Target: 300	Means of verification: Project Progress Reports on the basis of the reporting from the trainers; reports from events; surveys.
<b>Number of MSMEs reporting having expanded their business networks and market access through digital trade</b>			
<b>OUTPUT 1.2.: MSMEs, including would-be entrepreneurs and crowd workers, have increased proper usage of digital payment/financial services and crowd work platforms to tap the digital economy opportunities while minimizing risks.</b>			
<b>Output indicator 1.2.2:</b>	Baseline: 0	Target: 500	Means of verification: Project Progress Reports on the basis of the reporting from the trainers and project M&E system; surveys and studies.
<b>Number of MSMEs and entrepreneurs (disaggregated by sex) have better understanding of digital financial services relevant to their economic activities</b>			
<b>Output 1.2.3:</b>	Baseline: 0	Target: 100	Means of verification: Project Progress Reports on the basis of the reporting from the trainers and project M&E system; surveys and studies.
<b>Number of would-be crowd workers in non-metropolitan areas including disadvantaged women, youth, PWDs, etc., are guided by ICT and soft skills training</b>			
<b>OUTPUT 2.1: Accessible Digital Transformation Hubs offering services for conducting digital business</b>			
<b>Output indicator 2.1.1:</b>	Baseline: 0	Target: 300	Means of verification: Reports from Digital Transformation Hubs
<b>Number of MSMEs and entrepreneurs (disaggregated by sex) engaged in digital business activities through the Digital Transformation Hubs</b>			
<b>Output indicator 2.1.2:</b>	Baseline: 0	Target: 10	Means of verification: Copy of approved sustainability plan
<b>Number of Digital Transformation Hubs with approved sustainability plan</b>			
<b>OUTPUT 2.2: Responsive and accessible digital services based on citizen feedback</b>			
<b>Output indicator 2.1.1:</b>	Baseline: 0	Target: at least 80%	Means of verification: Reports from Digital Transformation Hubs
<b>Percentage of MSMEs and entrepreneurs'</b>			

feedback on digital services addressed on-time			
<b>OUTPUT 3.1: Gender-responsive and inclusive national and local policies and regulations are reviewed and aligned to promote inclusive digital transformation and foster the growth of the digital economy.</b>			
<b>Output indicator 3.1.1:</b>  Number of public and private sector beneficiaries (disaggregated by sex) with enhanced knowledge of regulatory and policy measures required to strengthen the digital framework in the Philippines.	Baseline: 0	Target: 150	Means of verification: Reports from events; surveys
<b>Output indicator 3.1.2:</b>  Number of reports, blueprints and technical documents developed to digitalise a trade formality connected to a trade document.	Baseline: 0	Target: 3	Means of verification: Publications
<b>OUTPUT 3.2: Enhanced government capacity for digital service delivery to MSMEs</b>			
<b>Output indicator 3.2.1</b>  Number of JP supported streamlined and digitized government services relevant to MSMEs and entrepreneurs	Baseline: 0	Target: 2	Means of verification: Reports from Digital Transformation Hubs
<b>OUTPUT 4.1: Effective Joint Programme Coordination and Management</b>			

<b>Joint Programme contribution to Joint SDG Fund global indicators (as relevant)</b>			
<b>Engine room 1. Shifting policy/regulatory frameworks</b>			
Number of new or enhanced integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support.	Baseline: 0	Target: 3	Means of verification: Publications
Number of targeted countries where the integrated policy solutions and regulatory changes are implemented to promote equal access to and use of services, goods and resources by women and girls with Joint SDG Fund support.	Baseline: Not applicable	Target: Not applicable	Means of verification: Not applicable
Number of individuals benefiting from the integrated policy solutions and regulatory changes implemented with Joint SDG Fund support, disaggregated by population segments (e.g. sex, age, persons with disabilities, etc.) with a focus on Leaving No One Behind.	Baseline: 0	Target: 15,000	Means of verification: Reports from Digital Transformation Hubs
<b>Engine room 2. Capacity building at scale</b>			
Number of governmental (both at central and sub-central levels) and non-governmental organizations with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support.	Baseline: 0	Target: 12 12 (national or regional offices of DICT, DTI, TESDA, DOLE, BSP,	Means of verification: Review of their MSME capacity building programme contents and related guides that would reflect the Capacity Building 2.0 approach

		ECCP, DCCCI, ECOP and other LGUs and private associations)	
Number of tools, procedures and mechanisms (e.g. SOPs, training modules, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors).	Baseline: 0	Target: 18 (9 training modules by ILO, 9 by ITC)	Means of verification: Training modules developed or implemented by PUNOs

## Joint Programme Workplan

Outcome/Output	Geographic focus	Start	End	PUNO	SDG Targets	GEM	Human Rights Marker	Peace Marker	Budget (US\$)
<b>CF Outcome statement 1: Enhanced Digital Capabilities of MSMEs and Entrepreneurs</b>									
Output 1.1:  MSMEs have increased digital and business literacy and skills and become capable of using digital and AI tools and platforms to improve their business skills and efficiency, financial management, productivity, regulatory and sustainability compliance, meet market access requirements, and access markets through e-commerce.	Nationwide	01/09/2024	31/08/2027	ITC, ILO	SDGs 1.1, 5.5, 8.3, 10.1, 17.17	2	1	2	<b>1,123,762.74</b>
Output 1.2:  MSMEs, including would-be entrepreneurs and crowd	Nationwide	01/09/2024	31/08/2027	ILO	SDGs 1.1, 5.5, 8.3, 17.17	2	1	2	<b>125,436.26</b>

workers, have increased proper usage of digital payment/financial services and crowd work platforms to tap the digital economy opportunities while minimizing risks.									
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**CF Outcome 2: Improved Access to Digital Services and Support for MSMEs and Entrepreneurs**

Output 2.1: Accessible Digital Transformation Hubs offering services for conducting digital business	BARMM, Davao Region (Region 11), CALABARZON (Region 4A), Central Luzon (Region 3)  <i>*Focus areas are indicative and may change based on consultations with partners*</i>	01/09/2024	31/08/2027	UNDP, ILO	SDGs 1.1, 8.3, 9.3, 17.17	2	2	2	<b>547,840.0</b>
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Output 2.2: Responsive and accessible digital services based on citizen feedback	BARMM, Davao Region (Region 11), CALABARZON (Region 4A), Central Luzon (Region 3)  <i>*Focus areas are indicative and may change based on consultations with partners*</i>	01/09/2024	31/08/2027	UNDP	SDGs 1.1, 8.3, 9.3, 17.17	2	2	2	<b>176,550.00</b>
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**CF Outcome 3: Gender Responsive and Supportive Policy and Regulatory Environment for MSME Digitalization**

Output 3.1.: Gender-responsive and inclusive national and local policies and regulations are reviewed and aligned to promote inclusive digital transformation and foster the growth of the digital economy.	Nationwide	01/09/2024	31/08/2027	UNDP, ILO, ITC	SDGs 1.1, 5.5, 8.3	2	2	2	177,406.0
Output 3.2.: Enhanced government capacity for digital service delivery to MSMEs	BARMM, Davao Region (Region 11), CALABARZON (Region 4A), Central Luzon (Region 3)  <i>*Focus areas are indicative and may change based on consultations with partners*</i>	01/09/2024	31/08/2027	UNDP, ITC	SDGs 1.1, 5.5, 8.3	2	2	2	249,006.00
<b>OUTPUT 4.1 Effective Joint Programme Management</b>									
Joint Programme Management		01/09/2024	31/08/2027	UNDP, ILO, ITC					599,999

## ANNEX 3: Budget per UNSDG Categories

UNSDG BUDGET CATEGORIES	UNDP		ILO		ITC		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	356,266	495,000	185,545	1,897,646	223,284	37,321	765,095 <sup>7</sup>	2,462,646
2. Supplies, Commodities, Materials	96,586		24,051		-		120,637 <sup>8</sup>	
3. Equipment, Vehicles, and Furniture (including Depreciation)	159,748		23,000		-		182,748	
4. Contractual services	471,000		365,092		367,000		1,203,092	
5. Travel	148,000		83,250		102,050		333,300	
6. Transfers and Grants to Counterparts					-			
7. General Operating and other Direct Costs	60,000		83,537		55,330		198,867	
<b>Total Direct Costs</b>	<b>1,291,600</b>				<b>764,475</b>			
8. Indirect Support Costs	90,412.00		53,513		52,336		196,262	
<b>TOTAL Costs</b>	<b>1,382,012.00</b>	<b>495,000</b>	<b>817,988</b>	<b>1,897,646</b>	<b>800,000</b>	<b>37,321</b>	<b>3,000,000</b>	<b>2,462,646</b>

<sup>7</sup> The Staff costs include three dedicated personnel for the Joint Programme Management Unit (Project Coordinator, Project Monitoring, Evaluation and Learning Officer and Project Admin and Finance Associate) alongside PUNO Technical Officers who will be responsible for implementing each of the PUNO-led components on a full-time basis. The cost for the PUNO officers are structured around standard fixed-term posts, based on each PUNOs staffing policy and business model.

<sup>8</sup> Includes the 5% M & E and Communications costs of project.

## ANNEX 4: Risk Matrix

Risks	Categories	Risk Level	Likelihood	Impact	Mitigation measures	Risk owner
<p>If MSMEs and entrepreneurs have limited access to technology or digital literacy, they may struggle to participate effectively in the digital economy, which may further exacerbate existing digital divide and access to opportunities and resources</p>	Strategic	Medium	2	3	<p>Conduct a digital readiness assessment to help define capacity, essential technology tools and infrastructure gaps</p> <p>Develop and implement a comprehensive digital skills training programs tailored to the needs of MSMEs and entrepreneurs.</p> <p>Facilitate partnerships with government agencies, private sector organizations, and non-profit entities to help provide access to technology resources, training, and mentorship programs for MSMEs and entrepreneurs.</p>	UNDP, ILO, ITC
<p>If individuals and MSMEs engage more with digital financial tools and platforms without sufficient mechanisms and capacities on cyber security, there is a risk of financial fraud, identity theft, unauthorized transactions, and other fraudulent schemes, which may result to financial losses and distrust in digital tools, platforms, and e-services.</p>	Safety and Security	Medium	3	2	<p>Develop and implement comprehensive cybersecurity education and awareness programs tailored to individuals and MSMEs. These programs shall cover topics such as recognizing phishing attempts, creating strong passwords, securing devices, and identifying suspicious activities. Regular training sessions and informational materials shall be organized to build cybersecurity awareness and empower users to protect themselves against digital threat</p> <p>Facilitate compliance with relevant cybersecurity regulations and standards applicable to digital financial services.</p>	UNDP, ILO, ITC

Risks	Categories	Risk Level	Likelihood	Impact	Mitigation measures	Risk owner
					Collaborate with regulatory authorities to establish and enforce cybersecurity requirements for financial institutions, payment processors, and digital service providers.	
If accessibility barriers are not incorporated in the design of e-service, certain groups, including women, youth, persons with disabilities (PWDs), and indigenous peoples (IPs) are further marginalized, which could limit their participation and effectiveness of digital governance initiatives.	Social and Environmental	Medium	2	3	<p>Develop and implement a Stakeholder Engagement Plan, Communications Plan, Grievance Redress Mechanism, and IP Plan as needed</p> <p>Conduct consultation with community stakeholders in the design of e-services, particularly during user experience testing</p>	UNDP, ILO, ITC
Lack of buy-in from stakeholders and political will may result to government agencies resisting the transition to e-government initiatives, which could slow down the implementation of policies, frameworks, and mechanisms aimed at enhancing inclusivity and responsiveness in e-government services.	Political	Medium	2	4	<p>Foster open communication and collaboration with stakeholders at all levels, including government agencies, policymakers, civil society organizations, businesses, and citizens.</p> <p>Engage with DICT as the primary agency that will plan, develop, and promote the national ICT development agenda.</p> <p>Mobilize political support and leadership at the highest levels to champion e-government initiatives and overcome bureaucratic resistance.</p> <p>Continuous evaluation and feedback to update on progress, assess performance, and identify areas for improvement in e-government initiatives</p>	UNDP, ILO, ITC

Risks	Categories	Risk Level	Likelihood	Impact	Mitigation measures	Risk owner
					Actively develop and disseminate communication and publicity materials showcasing results and benefits of the Project	
Changes in political/government leaders may result in shifts in policy priorities, regulations, and legislation related to digitalization, which could lead to possible suspension of activities and even changes in implementation strategies and timelines	Political	Medium	4	2	Engage with a wide range of stakeholders and build champions among government agencies, policymakers, private sector, and among MSME groups to build national ownership  Proactive advocacy through briefing new officials about the Project, supported by assessments and documentation of results  Early planning and implementation of activities that will be affected by election ban, if any	UNDP, ILO, ITC
If political unrest continues in some parts of Mindanao and BARMM after 2025 elections, then there is a risk of aggravating high risk security situation, which could result to curtailing the Programme operations and directly resulting in delivery issue, delays, and non-achievement of targets	Safety and Security	Medium	3	2	Conduct security risk assessment and conduct regular meetings to discuss operational bottlenecks and possible adjustments	UNDP, ILO, ITC
If big natural disasters occur in the course of the implementation, there is a possibility that government and Country Office priorities may shift, which may result to possible suspension of activities, implementation delays, or even reprogramming of resources,	Safety and Security	Medium	4	2	Develop contingency plan, which may include repurposing of Programme Activities to addressing capacities on disaster risk preparation, response, Conduct security assessment and plan and recovery	UNDP, ILO, ITC

Likelihood	Occurrence	Frequency
Very Likely	The event is <b>expected</b> to occur in most circumstances	Twice a month or more frequently
Likely	The event <b>will</b> probably occur in most circumstances	Once every two months or more frequently
Possibly	The event <b>might</b> occur at some time	Once a year or more frequently
Unlikely	The event <b>could</b> occur at some time	Once every three years or more frequently
Rare	The event <b>may</b> occur in exceptional circumstances	Once every seven years or more frequently

Consequence	Result
Extreme	An event leading to <b>massive</b> or <b>irreparable</b> damage or disruption
Major	An event leading to <b>critical</b> damage or disruption
Moderate	An event leading to <b>serious</b> damage or disruption
Minor	An event leading to <b>some</b> degree of damage or disruption
Insignificant	An event leading to <b>limited</b> damage or disruption

Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Likelihood	Consequences				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

## ANNEX 5: Localization, Gender Equality and Human Rights markers

### SDG Localisation Marker Score

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
Programme Design	<ul style="list-style-type: none"> <li>Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization?</li> </ul>	<b>Yes</b>	Results include LGU level reforms, enhanced services at the local level and capacity building interventions which all include target groups in rural areas, those outside metropolitan areas and geographically remote and underserved areas.	Integrated results framework, Monitoring and evaluation plan
	<ul style="list-style-type: none"> <li>Is at least 70% or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization?</li> </ul>	<b>Yes</b>	Outcomes 2 and 3 have local interventions while Outcome 1 is national in coverage but is demand-based and can , but will be implemented with local partners or the regional/provincial offices of the national programmes, hence contributing to SDG localization, too.	Work and financial plan and financial reports
	<ul style="list-style-type: none"> <li>Were local and regional governments actively engaged and consulted during the programme design phase?</li> </ul>	<b>Yes</b>	Regional governments (DICT and BARMM MILG), regional offices of the national agencies (DTI, DOLE, TESDA) and regional chapters/local chambers of the private sector partners (PCCI and ECOP) were engaged and consulted through ongoing partnerships, which the JP interventions will build on.	Minutes of the meetings with and announcements made to local and regional governments through engagement with ongoing related projects, investments and other development initiatives
	<ul style="list-style-type: none"> <li>Were local service providers and/or other local actors and stakeholders actively engaged and consulted during the programme design phase?</li> </ul>	<b>No</b>	Local service providers and actors were engaged and consulted through ongoing partnerships, which the JP will build on. These include regional offices of the national agencies and local chapters of private sector, workers' organizations and associations, and other organizations that work with vulnerable groups identified.  During programme inception phase, local stakeholders will be invited to participate in order for	Minutes of the meetings with and announcements made to local SPs and other actors through engagement with ongoing related projects, investments and other development initiatives

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
			their feedback to be integrated to the final workplan of the JP.	
Advocacy	<ul style="list-style-type: none"> <li>Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience?</li> </ul>	Yes	The JP will work towards new or enhanced knowledge-sharing platforms and materials, including digital financial and business support tools and services that are context-specific (depending on the locality), inclusive and participatory.	Case studies and best practices, partnership agreements on the use of tools at the local level
	<ul style="list-style-type: none"> <li>Has the programme or initiative planned to develop specific events, campaigns, communications or capacity-building activities on SDG localization, especially targeted at local or regional governments, local service providers, or other local actors and stakeholders?</li> </ul>	Yes	The JP will engage local partners in organizing dialogues, capacity building and awareness raising activities, including launch of tools and services at the local level, including utilizing local media and partners.	<p>Communications and visibility plan</p> <p>Case studies, best practices and success stories at the community level</p> <p>Presse releases</p>
Actions	<ul style="list-style-type: none"> <li>Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, plans, programmes, and service-delivery approaches or models by local and regional governments and/or local service providers, facilitating their</li> </ul>	Yes	<p>The JP will support in establishing community-based digital hubs that provide essential access to digital services, tools, and government services at the local level.</p> <p>The JP will also provide mechanisms and activities for LGU level reforms towards conducive policies and regulatory frameworks that support digital transformation and create an enabling environment for MSMEs and marginalized groups. JP's capacity building will target digital novice MSMEs and those with currently limited internet</p>	Policy review documentations, policy proposals, project M&E system disaggregated by vulnerable group categories.

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
	<p>meaningful contributions to the SDGs and addressing the principles of leaving no one behind?</p>		<p>connectivity including rural-based women, youth, PwD and IP with limited capacity to tap the economic and employment opportunities in the growing digital economy.</p>	
	<ul style="list-style-type: none"> <li>Does the joint programme or initiative have an inclusive and participatory multi-stakeholder approach, involving civil society, academia, citizens, the private sector and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include, for example, mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level.</li> </ul>	<p><b>Yes</b></p>	<p>The JP will involve key partners at the local level in the inception, implementation and monitoring phases of the intervention through the established JP Steering Committee. Members of the committee shall link with local organizations they work with in the implementation.</p>	<p>Minutes of the meetings with stakeholders, JP Steering committee</p> <p>Partnership agreements</p> <p>Learning and capacity building plan</p>
	<ul style="list-style-type: none"> <li>Does the joint programme or initiative include a multi-level governance approach to address the SDG challenges through collaboration between different levels of government, as well as with international</li> </ul>	<p><b>Yes</b></p>	<p>The JP through its Steering committee and their local counterparts will ensure the active participation of local stakeholders in the design, policy discussions, ensuring a consultative approach wherein perspectives of local stakeholders and vulnerable groups are considered. Further, effective coordination mechanisms will be established to align national and local interventions. Some of the e-gov services by</p>	<p>JP Steering Committee TOR</p> <p>Minutes of the meetings with stakeholders, JP Steering Committee</p> <p>Learning and capacity building plan</p>

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
	<p>organizations, and local communities? This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global.</p>		<p>definition will require multi-level and cross-sectoral government coordination (e.g., digital inclusion of marginalized into social security in the process of business registration).</p>	
	<ul style="list-style-type: none"> <li>Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, participatory budgeting approaches, etc.</li> </ul>	<p><b>No</b></p>	<p>Financial mechanisms, reforms or other types of solutions are not part of the JP's scope.</p>	<p>Integrated results framework</p> <p>Monitoring and evaluation plan</p> <p>Learning and capacity building plan</p> <p>Impact Measurement and Evaluation</p>
<p><b>Accountability &amp; Sustainability</b></p>	<ul style="list-style-type: none"> <li>Does the joint programme or initiatives include dedicated results, supported by a robust accountability framework, to systematically collect and report on contributions to SDG localization, both at the</li> </ul>	<p><b>Yes</b></p>	<p>Results at the outcome and output level include LGU level reforms, enhanced services at the local level and capacity building interventions which all include target groups in rural areas, those outside metropolitan areas and geographically remote and underserved areas.</p>	<p>Integrated results framework, work plan and budget</p> <p>Monitoring and evaluation plan</p>

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
	outcome and output levels?			
	<ul style="list-style-type: none"> <li>Does the joint programme or initiative include a dedicated plan to ensure the sustainability, leveraging of financial resources and replication/expansion of the SDG actions in additional localities, developed in collaboration with local and regional governments, local service providers and other local actors and stakeholders?</li> </ul>	<b>Yes</b>	<p>The JP will identify successful initiatives from one area and ensure the upscaling or replication of interventions in other areas. Some of the possible partners and funding sources for replication have already been identified.</p> <p>The JP will also utilize local community hubs established to serve as knowledge-sharing platforms, connecting national, local and regional stakeholder to share best practices, resources, and innovations.</p>	Integrated results framework, work plan and budget
<b>Criteria for Scoring</b> <ul style="list-style-type: none"> <li><b>Marker 3: Between 9 and 12 criteria marked as Yes.</b></li> <li>Marker 2: Between 4 and 8 criteria marked as Yes.</li> <li>Marker 1: Between 1 and 3 criteria marked as Yes.</li> <li>Marker 0: None of the criteria marked as Yes.</li> </ul>		<b>Total # of Yes</b>	<b>10 (Marker 3)</b>	

## Gender Equality Marker

Joint Programme Outputs	GEM Score	Justification
Output 1.1: MSMEs have increased digital and business literacy and skills, and become capable of using digital and AI tools and platforms to improve their business skills and efficiency, financial management, productivity, regulatory and sustainability compliance, meet market access requirements, and access markets through e-commerce.	2	<p>The JP will support the Philippines' digital transformation, which will positively affect women economic empowerment through the development of business and trade. The project will closely promote and monitor the gender balance of participants and direct beneficiaries, and specific sub-activities targeting women entrepreneurs, exporters and related business support organizations (BSOs) may be organized.</p> <p>Capacity building programs will provide specific training modules and resources that are tailored to the needs of women entrepreneurs particularly those outside of the metropolitan areas and in rural communities with limited economic opportunities. This may include overcoming barriers that women typically face, such as lower levels of digital literacy compared to men, work-life balance to enable work from home or from nearby satellite offices/co-working spaces, or limited access to technology and STEM-related jobs due to socio-cultural norms. Ensuring that training is gender-sensitive and accessible may empower women to fully participate in and benefit from digital advancements that is made possible due to expanding crowd work and digital economy opportunities outside of the metropolitan regions. Further, JP will intend to cover sectors/subsectors where women and other vulnerable groups are known to be numerous (e.g., informal sector, street vending) and those which are considered to benefit women and other vulnerable groups disproportionately (e.g., knowledge work on the crowd platforms where many rural women and PwD could find opportunities).</p>
Output 1.2: MSMEs, including would-be entrepreneurs and crowd workers, have increased proper usage of digital payment/financial services and crowd work platforms to tap the digital economy opportunities while minimizing risks.	2	<p>Online networks that connect and support women entrepreneurs with potential clients, mentors, and investors will be strengthened. Such networks can serve as tools for sharing knowledge, experiences, and support, thus fostering a sense of community and collective empowerment. These networks can also advocate for more gender-responsive business practices and policies.</p>
Output 2.1: Accessible Digital Transformation Hubs offering services for conducting digital business	2	<p>Women-led businesses, and women entrepreneurs will be targeted as part of the priority beneficiaries of the Joint Programme for the provision of e-government services.</p> <p>Gender-disaggregation in the monitoring of results will also be strictly implemented to measure success for gender responsiveness.</p> <p>The JP will enhance existing business support tools to make these user-friendly for women, considering any potential barriers they might face, such as limited time due to caregiving responsibilities or lower levels of initial tech literacy. Tools could include mobile applications for business management that women can access flexibly around their schedules.</p> <p>Educational programs and resources will be enhanced to be gender-inclusive, taking into account the different educational backgrounds and learning styles that may exist</p>

## Gender Equality Marker

		between genders. Course material and modules that empower women with the necessary skills to compete in male-dominated sectors, as well as in industries where they are traditionally concentrated will be developed.
Output 2.2: Responsive and accessible digital services based on citizen feedback	2	<p>Feedback mechanisms will be designed to be accessible and appealing to women, considering factors like local dialects, cultural norms, and the availability of technology. The JP will ensure that these mechanisms are straightforward and available through multiple channels (online, mobile, in-person) to accommodate different levels of digital literacy and access.</p> <p>Gender-responsive monitoring and evaluation will also be established, to include reporting of women/gender-related concerns addressed, to ensure improvement in women's situation.</p> <p>The JP will actively encourage and prioritize the collection of feedback from women users. This could involve targeted outreach to women's groups, specific times when women can provide feedback without time constraints, or ensuring that women are adequately represented in feedback samples.</p> <p>Segment feedback data by gender will be gathered to identify specific needs, preferences, and challenges faced by women in accessing and using e-services. This analysis can reveal disparities in service usage and satisfaction between genders, guiding improvements to address these gaps.</p> <p>The JP will collaborate with organizations focused on women's rights and empowerment to enhance the outreach and effectiveness of feedback mechanisms. These organizations can provide valuable insights into the barriers women face and help to design solutions that are truly inclusive.</p>
Output 3.1: Gender-responsive and inclusive national and local policies and regulations are reviewed and aligned to promote inclusive digital transformation and foster the growth of the digital economy.	2	<p>The participation of women, and inclusion of progressive, gender-related concerns, will be promoted as relevant in policy/regulatory reviews and public-private dialogues. Women and women's advocacy groups will be included in the policymaking process to ensure their needs and perspectives shape the digital economy. This can lead to more robust, inclusive policies that account for gender disparities.</p> <p>Proposed policies will also utilize the insights gained from gender-specific feedback to inform policy changes and service improvements that benefit women.</p>
Output 3.2: Enhanced government capacity for digital service delivery to MSMEs	2	Women and youth will be targeted during consultations and dialogues to ensure that the concerns of women, young people, and other disadvantaged groups are captured in the enhancement of government digital services.

## Gender Equality Marker

		<p>E-government services will be developed with a gender-sensitive approach, ensuring that interfaces, functionalities, and content are accessible and user-friendly for women. This includes using language that is inclusive, interfaces that are intuitive for users with varying levels of digital literacy, and ensuring services are accessible on devices and platforms commonly used by women.</p> <p>Given the heightened concerns women often have regarding privacy and security online, the JP will ensure that e-government services employ stringent data protection measures. Clear information will be provided on how personal data is used, and implement robust security protocols to build trust among female users.</p> <p>In the reporting of results, gender-disaggregated data will also be included to ensure analysis of gender-responsiveness of the digital services provided at the national and local level</p>
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## Human Rights Marker

Joint Programme Outputs	HRM Score	Justification
Output 1.1: MSMEs have increased digital and business literacy and skills, and become capable of using digital and AI tools and platforms to improve their business skills and efficiency, financial management, productivity, regulatory and sustainability compliance, meet market access requirements, and access markets through e-commerce.	1	<p>The JP addresses the critical digital divide affecting communities facing marginalization through capacity building.</p> <p>Support to Philippine MSMEs will be delivered in line with UN Guiding Principles on Business and Human Rights (UNGPs), will raise awareness of the UNGP, and will promote responsible business practices. The JP team will monitor and use its best efforts to support the identification, prevention, and mitigation of actual and potential human rights abuses in beneficiary companies/value chains.</p>
Output 1.2: MSMEs, including would-be entrepreneurs and crowd workers, have increased proper usage of digital payment/financial services and crowd work platforms to tap the digital economy opportunities while minimizing risks.	1	
Output 2.1: Accessible Digital Transformation Hubs offering	2	Government services and educational resources will be designed to specifically target and include MSMEs and entrepreneurs from marginalized and underrepresented groups, including

<p>services for conducting digital business</p>		<p>women, ethnic minorities, and those from GIDAs. These may include specialized support for these groups, ensuring that the digital tools and resources are available in multiple languages and accessible to individuals with disabilities. This targeted approach helps to reduce existing disparities in access to business support and educational resources, thereby promoting equality and reducing marginalization.</p> <p>The JP will ensure the participation of MSMEs and entrepreneurs, particularly from marginalized groups, in the development, implementation, and evaluation of the government services and educational resources. This will be done through regular consultations, feedback mechanisms, and participatory design sessions. By involving the rights holders actively in shaping the services that affect them, the JP not only adheres to human rights principles but also enhances the relevance and effectiveness of the resources provided. Meaningful engagement empowers the beneficiaries as active agents in their development rather than passive recipients.</p> <p>The JP will establish clear indicators to measure the impact of these services on reducing discrimination and promoting equality. These will include feedback from the rights holders on how these services are impacting their rights and livelihoods, and relevant adjustments will be made to address these concerns.</p>
<p>Output 2.2: Responsive and accessible digital services based on citizen feedback</p>	<p>2</p>	<p>Meaningful engagement under the JP will involve actively engaging with citizens using the e-services (rights holders) in the design, monitoring, and evaluation of the e-services. This means strengthening existing platforms and processes where feedback from users, especially those from marginalized and vulnerable groups, is not only encouraged but also systematically integrated into service improvements. Ensuring participation includes facilitating access to feedback mechanisms through various means (online, phone, in-person) to accommodate different levels of access and digital literacy.</p> <p>Addressing patterns of discrimination, inequality, or marginalization can be addressed by the JP by specifically designing the e-services and feedback mechanisms to identify and rectify inequalities in service delivery. This will be done by ensuring that e-services are equally accessible to persons with disabilities, providing support in multiple languages, and addressing technological barriers faced by people residing in GIDAs. Analyzing citizen feedback data to identify trends of discrimination or exclusion and taking corrective actions will be crucial to the JP to ensure that the e-services evolve to serve all segments of the population fairly.</p> <p>Capacity building activities for government personnel in recognizing and addressing discrimination and inequality in e-service provision will be conducted. This includes understanding the unique challenges faced by women, persons with disabilities, and economically disadvantaged groups.</p>
<p>Output 3.1: Gender-responsive and inclusive national and local policies and regulations are reviewed and aligned to promote inclusive digital transformation and foster the growth</p>	<p>2</p>	<p>Policies, frameworks, and government services will be reviewed and supported within existing national, regional and international frameworks and related commitments of the Philippines, including in alignment with international conventions promoting Human Rights.</p> <p>The JP will review and align existing policies to ensure they address and mitigate specific</p>

<p>of the digital economy.</p>		<p>patterns of discrimination and inequality within the digital economy. JP activities under this output will identify and focus on barriers that affect marginalized groups—including women, persons with disabilities, ethnic minorities, and economically disadvantaged communities—ensuring that digital transformation does not widen existing gaps but instead helps to bridge them. This will involve amending or introducing policies that explicitly protect these groups' rights to access digital resources, participate in the digital economy, and benefit from digital education and training programs.</p> <p>The JP will engage with a diverse range of stakeholders during the policy review process. This includes not only rights holders who are directly impacted by digital policies but also duty bearers such as government officials, tech companies, and civil society organizations. Ensuring that these stakeholders, especially from marginalized and underserved communities, are involved in crafting and revising policies makes the process more democratic and responsive to the needs of all sectors of society. Their insights and experiences will be crucial in shaping policies that are truly inclusive and effective.</p> <p>A human-rights based approach will be used by the JP to guide the policy review process, paying special attention to issues from a gender perspective. This process will examine how existing policies impact various groups differently and identify gaps where rights might be undermined. Based on this analysis, capacity development activities will be designed and conducted, particularly targeting policy makers and implementers. These activities will aim to increase awareness and understanding of human rights and gender issues in digital policy, equipping them with the knowledge and skills to integrate these considerations into their work effectively.</p>
<p>Output 3.2: Enhanced government capacity for digital service delivery to MSMEs</p>	<p>2</p>	<p>Under the JP, e-government services will be assessed to identify and eliminate barriers to access for marginalized and vulnerable groups. For example, ensuring that these services are available in multiple languages, are accessible to people with disabilities, and are sensitive to the needs of those with limited digital literacy. The JP aims to understand and address systemic barriers that prevent equal access to government services, thus promoting equity in the access to and benefits derived from e-government initiatives.</p> <p>The JP will involve a broad spectrum of stakeholders in the planning, development, and rollout of e-government services. This means actively engaging with rights holders – the citizens who will use these services – as well as duty bearers – the government officials and agencies responsible for providing these services. Engagement can take the form of public consultations, user experience testing with diverse user groups, and ongoing feedback mechanisms that allow users to report issues and suggest improvements in real-time.</p> <p>Using a human rights-based approach, the JP will assess how different groups, including women, ethnic minorities, the elderly, and people with disabilities, might be impacted by digital services. Findings will be used to tailor the design and delivery of services to ensure they meet the diverse needs of the population. Additionally, capacity development activities will be implemented to train government staff on human rights principles, focusing on non-discrimination, privacy, data protection, and accessibility standards.</p>

## Sustaining Peace Marker

Joint Programme Outputs	SPM Score	Justification
Output 1.1: MSMEs have increased digital and business literacy and skills, and become capable of using digital and AI tools and platforms to improve their business skills and efficiency, financial management, productivity, regulatory and sustainability compliance, meet market requirements, and access markets through e-commerce	2	Economic prosperity and peace are often mutually reinforcing. Economic development, when designed with objectives of sustainability, can lead to <b>greater inclusion, improved stability and progress</b> . The building and reinforcement of the capacities of MSMEs across the Philippines, and especially in BARMM, will lead to their increased and enhanced participation in the economy. Their digitalization of MSMEs is a key response to address “faltering normalization” that produced numerous economically unviable livelihood subprojects for the former combatants and fueled “uncertain peace dividends” frequently referred in the recent conflict analyses of the Philippines. The interventions will do no harm in the conflict context. Since the economic deprivation is a key source of conflict, and it is even more so when the externally-supported livelihood under the normalization programmes fail, addressing it through the MSME digitalization in the conflict-affected regions including the AI-aided analysis of the existing and new livelihood programmes will have a significant contribution to peace.
Output 1.2: MSMEs, including would-be entrepreneurs and crowd workers, have increased proper usage of digital payment/financial services and crowd work platforms to tap the digital economy opportunities while minimizing risks.	2	Not to mention that enhancing digital financial literacy will significantly reduce the financial risks of the normalization programmes.
Output 2.1: Accessible Digital Transformation Hubs offering services for conducting digital business	2	The inclusive access to government services, educational resources and business support tools will directly address yet another root causes of conflict – “unequal access to services and resources” and leading to “unequal economic development” frequently referred in the recent conflict analyses of the Philippines. These supports of JP will do no harm.
Output 2.2: Responsive and accessible digital services based on citizen feedback	2	Citizen feedback mechanisms will be designed in a way that do not exacerbate existing conflicts or create new ones. The JP will ensure that the mechanisms are accessible to all different groups, including marginalized or conflict-affected communities, to avoid reinforcing or creating exclusions.  The JP will align the citizen feedback activities with broader peacebuilding strategies and initiatives, ensuring that the feedback mechanisms contribute to larger efforts by improving transparency, accountability, and inclusiveness in service provision.
Output 3.1: Gender-responsive and inclusive national and local policies and regulations are reviewed and aligned to promote inclusive digital transformation and foster the growth of the digital economy.	2	Public-private dialogues conducted as part of policy and regulatory review activities will offer an efficient outreach and discussion platform bringing together stakeholders from the public, private and civil society. Such outreach and dialogues are important factors in peace building/sustaining.
Output 3.2: Enhanced government capacity for digital service delivery to MSMEs	2	Enhanced transparency, accessibility and inclusiveness of e-government tools – nationwide – will contribute to increased trust in the government by the society, and – when such tools relate to trade/economic activity – in higher participation in the formal economy, which is a contributor to peace building/sustaining.

## ANNEX 6: Overview of the Learning and capacity building plan for the main stakeholders

### Key skills and competences

To ensure the sustainability of the objectives of the joint programme, opportunities for capacity building through trainings, knowledge sharing, peer-learning through regular dialogue will be incorporated in the joint programme workplan. This will include joint programme steering committee meetings which shall be utilized for learning purposes in addition to provide updates on joint program implementation.

Under the joint programme, national and local government partners will have enhanced knowledge of regulatory and policy measures to strengthen the digital framework of the Philippines. Relevant government institutions will be capacitated to deliver digitally, effective e-government services in support of the digital economy. Coordination and collaboration among national and local government institutions will be key to maximizing support to MSMEs.

Effective collaboration with and among employers/MSMEs organizations and workers organizations will help ensure sustained progress of targeted digitalization capacity building initiatives among MSME. Gender-responsiveness enhanced decent work awareness and human rights shall be mainstreamed in capacity building activities.

### Objectives and main activities

Objective 1: To promote regular knowledge sharing and effective collaboration among national and local government institutions and other stakeholders to strengthen the digital framework of the Philippines

Activity 1.1: Incorporate knowledge sharing section in agenda of JP steering committee meetings

Activity 1.2: Organize policy dialogues, stakeholder forums, and roundtable discussions for government officials and other stakeholders

Activity 1.3: Support national and local workshops to come up with aligned short-term and medium-term digitalization roadmaps

Objective 2: To strengthen the capacities of employers/MSMEs organizations and workers organizations for them to provide support to MSMEs, SEs and other groups in their digitalization initiatives.

Activity 2.1: Conduct trainings for employers/MSMEs organizations on digitalization with gender and decent work lens

Activity 2.2: Organize network of employers/MSMEs organization and support preparation of advocacy and capacity building workplans

*Who is responsible:* UNDP, ILO, ITC, with support from RCO and lead government agency (DICT)

*How the progress will be monitored:* Through the JP monitoring plan and the regular JP Steering Committee meetings.

## ANNEX 7: Overview of the Communications and visibility plan

### Overall narrative

The overarching goal of the JP is the empowerment of individuals, enterprises and communities by bridging the digital divide created by limited access to digital technologies in remote and underserved areas. At the most basic level, the JP seeks to boost digital inclusivity by empowering communities to access essential e-government services, digital platforms, and online learning resources. Similarly, the JP also aims to empower the vibrant ecosystem of Micro, Small, and Medium Enterprises (MSMEs), Social Enterprises (SEs), informal businesses, farmers, fisherfolk, and aspiring crowd workers to embrace digital technologies and seize the opportunities of the digital economy. Finally, the JP will work closely with national and local governments to enact transformative policies, strategies and frameworks to harness technological advancements for inclusive growth and fostering gender-responsive business environments.

### Objectives and main activities

*Objective 1:* To increase awareness and adoption of digital technologies (including e-government services and online learning resources) among MSMEs, SEs, informal businesses, farmers, fisherfolk, and crowd workers, leading to active participation in the digital economy and transformational changes in the ecosystem

- Activity 1.1: With assistance from the PUNOs' communication focals and/or external communications consultants, the PUNOs, in consultation with partners, will develop resources such as infographics, brochures, posters, short-form videos and other learning materials in English and/or relevant local languages that can be shared online and with partner communities and local media to boost knowledge of digital technologies and services and promote digital literacy and inclusivity.
- Activity 1.2: Organize events such as webinars, capacity building activities, on-site demonstrations and training sessions that can serve as opportunities for learning exchange and showcase the benefits and applications of digital technologies in entrepreneurship and value chain management
- Activity 1.3: Develop a repository of online resources (tutorials, guides, learning materials) which allows for discussions through a public forum

*Objective 2:* To collect and showcase success stories, best practices and lessons learned to expand the impact of the project beyond project sites and target groups, encourage replication of the initiative in other locales, and provide avenues for donor and partner recognition.

- Activity 2.1: Under the leadership of the PUNOs' communication focals, develop at least three (3) joint communications products per year, including but not limited to feature stories that highlight women entrepreneurs, videos, press releases and/or photo essays on MSMEs, SEs and other stakeholders who have successfully leveraged digital technologies to transform their businesses and livelihoods, which can be shared with both the partner communities and wider audiences through the UN's online channels and local/national media
- Activity 2.2: Organize a partnership recognition event involving all stakeholders, with a focus on women (across participating communities, local/national government, civil society, private sector, development partners, Fund Secretariat, contributors to the Joint SDG Fund, etc.) to showcase milestones and give a platform for MSMEs from different project sites to interact and share lessons learned with one another and with other stakeholders, including media
- Activity 2.3: Promote and explore opportunities for South-South and triangular cooperation. Collaboration with organizations focused on women's rights and empowerment will be done to enhance outreach. Knowledge exchange may focus on the barriers women face in order to design solutions that are inclusive.

*Objective 3:* To advocate for enhanced national and local government policies, strategies, and frameworks aimed at improving digital connectivity, the digital economy, and digitalized government services, contributing to conducive and gender-responsive business environments

- Activity 3.1: Organize policy dialogues, stakeholder forums, and roundtable discussions to facilitate dialogue and collaboration among government officials, policymakers, civil society organizations, and business leaders on digital governance issues. Women and youth will be targeted during

consultations and dialogues to ensure that the concerns of women, young people, and other disadvantaged groups are captured in the enhancement of government digital services.

- Activity 3.2: Develop and disseminate policy briefs, research papers, and publications using language that is inclusive to showcase successful digital governance initiatives and their impact on business environments
- Activity 3.3: Develop advocacy materials and a social media campaign using language that is inclusive to raise public awareness and mobilize support for gender-responsive and inclusive digital governance policies and initiatives.

*Who is responsible:* UNDP, ILO, ITC, with support from RCO and communications staff from respective agencies

*How the progress will be monitored:* A detailed, gender-responsive communication plan will be developed during the inception stage of project implementation. This shall include defining specific and measurable KPIs that align with the objectives of the communication plan, including metrics such as website traffic, social media engagement, audience reach, leads generated, event attendance, media coverage, or changes in awareness and perception.