MAKING THE MDGs WORK
FROM ADVOCACY THROUGH IMPLEMENTATION TO ACCELERATION AND BEYOND

MDG Poster Book

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These posters were first displayed at the 2013 Global MDG Conference called "Making the MDGs Work: From Advocacy through Implementation to Acceleration and Beyond" held in Bogotá, Colombia, 27-28 February 2013. Contributions were received with many thanks from relevant country offices and HQ units, the MDG Achievement Fund, UNEP, UNICEF, and UNESCO.
2013 is a defining moment in the MDG timeline, with countries focusing efforts towards accelerating progress while at the same time drawing lessons from their MDG experience to help shape the post-2015 development agenda.

These elements defined UNDP’s “2013 Global MDG Conference (GMC): Making the MDGs Work” held from 27-28 February in Bogotá, Colombia. The conference brought together over 180 participants from about 40 countries, representatives from 18 UN agencies, government representatives, media, civil society and academia. The GMC aimed to maintain the momentum for accelerating MDG progress to 2015, while taking stock of lessons learned from efforts to achieve the MDGs to help inform the development agenda beyond 2015.

The GMC included a MDG Expo, which exhibited the catalytic contributions of several UN agencies and initiatives and their partners from around the globe in supporting countries towards achieving the MDGs. With less than 1,000 days remaining until the MDG deadline, the posters also highlighted critical areas where further progress was needed. Posters submitted by the UN MDG-F, UNEP, UNICEF, UNESCO and UNDP are brought together in this book for dissemination to a wider audience, with many thanks to our colleagues from across the world for these contributions.

We intend this book to be a living document, to be updated periodically. In case you would like to submit experiences in the poster book, you can do so through the submission forms at the UNDP MDG Poster Book site (English | French | Spanish). Print-ready files of each poster are also available to support knowledge sharing and advocacy activities by the relevant country offices.

The conference itself provided further impetus to acceleration efforts, helped identify key implementation breakthroughs and begun the process of preparing for the Special Event on the MDGs at the UN General Assembly to be held on 25 September 2013. We trust this book will continue to advance these objectives, and that you will find the information contained here useful and inspiring. Please share!
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POVERTY AND HUNGER

MDG Poster Book
The Urban Partnership for Poverty Reduction programme is helping to improve the livelihoods and living conditions of 3 million urban poor and extremely poor people in the 24 largest cities in Bangladesh. The components of the programme include social mobilization of the urban poor to form community-based organizations (CBOs), improvements to slum infrastructure, promotion of socio-economic development and social protection, and advocacy for pro-poor policies. This initiative holds a lot of promise as a dynamic model of urban poverty reduction at the national level.

**UNDP’s Role**
UNDP plays a key management role in project implementation as well as providing policy advisory support to the Government of Bangladesh. UNDP regularly reviews project performance through monitoring visits, and supports the development of the project’s internal control framework.

**Impact**
- To date, the programme has made a difference in the lives of nearly 3 million of the urban poor.
- The UPPR has emerged as an important learning platform for rapidly urbanizing Bangladesh and its international partners and has shown a lot of potential for expansion.
- The Government has established the Bangladesh Urban Forum and introduced the Draft Urban Sector Policy.
- Bangladesh’s Sixth Five-Year Plan acknowledged the need for a comprehensive social protection for the urban poor.

**Elements of Success**
- Innovative approaches to the mobilization of community action, social entrepreneurship and infrastructure improvement
- An integrated approach of urban poverty reduction programme along with strong partnership between relevant government counterparts and UN partners
- Empowerment of women under the UPPR leads to their political inclusion

**IMPLEMENTATION PARTNERS**
Local Government Engineering Department (LGED) of the Local Government Division, Ministry of Local Government, Rural Development & Cooperatives; DFID; UN-Habitat; ILO; UNICEF
Benin

Pilot Project to Support the Operationalization of the Millennium Villages in Benin

The project’s overall aim is to support selected villages lift themselves out of the poverty trap and achieve all MDGs within five years. It aims to make affected citizens autonomous and to strengthen their ability to generate their own incomes through an integrated approach involving the development of the agriculture, health, education, infrastructure, water, sanitation, community development and gender sectors, as well as the monitoring and evaluation. The project prioritizes the following interventions:

- Agricultural intensification, diversification of production, and funding for agriculture in high-potential areas
- Job creation and promotion of income-generating activities
- Promotion of private and individual initiatives through microcredit and support services
- Improvement of health and hygiene services and access to drinking water for citizens
- Access to decent primary education for young girls
- Improvement of housing, basic economic and social infrastructure and communication

**Impact**

The project directly benefits 14,954 people in three villages in Benin. The following results were achieved after only one year of implementation:

- Development of land for the production of rice, vegetables and corn
- Construction of new classrooms, offices and latrines
- Acquisition and distribution of school kits for students and teachers
- Training of women and cooperatives in entrepreneurship, business management and leadership
- Construction of a maternity ward with housing and treatment room
- Vaccination of 7,000 heads of cattle

**UNDP’s Role**

UNDP undertakes the roles of project management, monitoring and evaluation, advocacy, and mobilization of partnerships. It implements good practices that have a significant and widespread impact in terms of development.

**Elements of Success**

- Community ownership: From the beginning of project implementation, the beneficiaries were directly involved in identifying their needs and priorities.
- Empowerment of people: The beneficiaries are empowered by early results of the actions taken and they regularly participate in follow-up. In doing so, there has been an appropriation of the implementation of the Project.

**IMPLEMENTATION PARTNERS**

Benin

Reducing Poverty in Benin

Unfinished Business

There are considerable challenges to reducing poverty in Benin, especially in rural areas. They include youth unemployment, lack of funds for development, inadequate infrastructure, poor access to water and sanitation, and environmental problems. The MDG Acceleration Framework (MAF) is currently being rolled out for the agriculture, water and sanitation, and infrastructure. A MAF Action Plan for water and sanitation has been finalized.

Challenges and Bottlenecks

- Slow economic growth due to poor agricultural processing, lack of economic diversification and lack of enabling conditions for business development
- Limited emphasis on rural development, even though most of the population lives in rural areas
- Poor infrastructure, especially roads, water and electricity hinder private sector development and trade
- Weak capacities of administrations to provide adequate health, water and sanitation services
- Inadequate systems for resource mobilization
- Insufficient financing for development and MDG projects
- Weak mechanisms for aid coordination

UNDP’s Role

UNDP must focus its support on developing public policies that will accelerate progress towards MDG 1 through the following entry points:

- Accelerating sustainable economic growth: UNDP should establish strong partnerships for rural development and formulate a growth acceleration strategy that responds to famine and creates jobs. It should also strengthen cooperation with the private sector and promote truly public-private partnerships (PPP). Finally, it should support the development of funding mechanisms for production and processing.
- Improving the quality of governance: UNDP should support adequate reforms that strengthen the legislative framework for poverty reduction, civil society engagement as well as administrative, institutional and economic governance. These reforms should also improve institutional capacities for budgetary control.

Accelerating sustainable economic growth and improving the quality of governance
Colombia

Inclusive Economic Development Project

This project strengthens the productive capabilities of low-income and vulnerable populations and expands their access to employment and income generation opportunities. It supports sub-national governments formulate Inclusive Productive Policies, create local institutions and networks for the promotion of inclusive economic development, and strengthen of local labor market observatories. Through dynamic public-private partnerships, the project also created 10 Centers for Employment and Entrepreneurship (CEE) in 8 cities which guide low-income population to income generation and employment opportunities. Finally, it has generated business models that include low-income groups in the value chains of private enterprises operating in growing sectors by promoting the inclusion of low-income communities in enterprise value chains, either as clients, employees, suppliers or owners.

UNDP's Role
UNDP is perceived as a catalyzer that brings together, articulates and promotes the collaboration of different actors at the national and local level. In addition to articulating the project with the income generation policy and poverty reduction strategy at the national and local levels, UNDP has provided technical assistance to strengthen the capacities of local actors and catalyze the development of income generation and poverty reduction policies. Finally, it promoted the inclusion of the private sector to complement the activities of the project, working as a bridge between the public and private sectors.

Impact
- Inclusive Productive Policies adopted and implemented in Cartagena, Pasto and La Guajira.
- Local economic development institutions and networks created and implemented in Cartagena, Sincelejo, and Santa Marta.
- 19 local Labor Market Observatories created and/or consolidated with the support of the Ministry of Labor and the National Department for Social Prosperity.
- 25,603 people benefited from the CEE, 6,030 business plans formulated, 2,620 financed, 3,076 enterprises strengthened and 2,860 jobs created.
- 10 CEEs in Cartagena, Barranquilla, Sincelejo, Santa Marta, La Guajira, Pasto, Valledupar and Ibagué implemented, assisted and strengthened.
- 6 microfinance funds created and implemented, with 115 credits already delivered to women.
- Inclusive employment models implemented in Santa Marta, Guajira and Barranquilla. To date, 2,085 people have been trained and 274 employed.

Elements of Success
- Design and implementation of innovative and unique methodologies and mechanisms that strengthen capabilities at the local level, build entrepreneurial and employability skills, and give access to micro-financial services.
- Use of CEE as a tool for the national income generation policy and a model for the implementation and articulation of both local and national poverty reduction programs (the model will be replicated by the Department for Social Prosperity in more than 11 municipalities).
- Local innovation and specially designed services for the poor and vulnerable through smart adaptation of traditional schemes for developing employability and entrepreneurial skills.
- Public and private partnerships and synergies with local and national actors for the sustainability of the project.
- Sharing of knowledge, experiences and know-how to facilitate the replication of successes and awareness of lessons learned.
- Implementation in territories where there is a clear political will to lead the development of the strategies at the local level, thus guaranteeing the role of the local administrations as strategic allies and promoting local ownership of the project.

IMPLEMENTATION PARTNERS

Department for Social Prosperity; National Agency to Overcome Extreme Poverty; Ministry of Labor; Ministry of Commerce, Industry and Tourism; Local Governments of Cartagena, Barranquilla, Santa Marta, Pasto, Sincelejo, Rionegro, Valledupar, and Ibagué; various private sector companies; Korea-UNDP MDG Trust Fund.
In 2004 and 2010, Costa Rica submitted its country reports on the status of each of the national targets established for the MDGs. With a few exceptions, the reports did not include data disaggregated at the regional, area and canton levels, as such data were unavailable. In order to evaluate the MDGs with respect to the country’s 81 cantons, the census form was revised and information on national targets was analysed. As a result, a series of indicators was successfully identified and formulated and the outcomes showed the reality of MDG achievement in the 81 cantons – both in terms of progress and challenges at the canton level. The initiative is developing a cantonal ‘scan’, which is the first such study to be conducted. It will create a picture of how each of the 81 cantons is performing against the MDG targets. The purpose is to ensure sustainability or to take necessary actions for improvement, as appropriate.

**Elements of Success**
- The initiative created linkages between the participating institutions, which all played an important role in facilitating the creation and dissemination of data. This is especially true with regard to the MDGs in the specific case of MIDEPLAN and INEC. As such, it is undoubtedly a first step toward deeper analysis of canton-level information regarding the MDGs.
- The initiative made it possible to explore some of the key challenges involved in the process, including recognizing the importance, and necessity, of having data regarding the MDGs disaggregated at the canton level because the country as a whole is making significant progress towards achieving the MDGs. However, looking at the situation in the cantons made it possible to identify differences between them.
- MDG information at the canton level makes it possible to focus on where, and what, those actions should be. This was true not only for implementing actions from scratch, but also for coordinating with initiatives and projects already underway.

**UNDP's Role**
UNDP helped identify the themes of the 2011 Census. Once the data became available, UNDP helped coordinate the efforts of the other participating institutions and supported the discussion and analysis. UNDP also financially supported related academic research.

**Impact**
This study allowed decision makers and the residents of the cantons to immediately identify the challenges. As such, it is considered part of a strategy that facilitates adapting the MDGs as closely as possible to the local context, together with a local development strategy that can be harmonized with the canton plans.

**IMPLEMENTATION PARTNERS**
- Ministry for National Planning and Political Economy (MIDEPLAN),
- the School of Statistics of the University of Costa Rica,
- the National Institute of Statistics and Censuses (INEC).
Dominican Republic

Supporting Small-Scale Banana Producers

This programme helped seven associations of small-scale banana producers increase their capacity to access markets, improve their cultivation methods and enhance business practices. As a result, the banana producers were able to increase their yields and better integrate into the existing value chain. The programme also contributed to strategic alliances between the private sector, public institutions and civil society to the benefit of local development.

UNDP’s Role
As a leading agency, UNDP brought to this project its experience from working with governments on economic growth policies; expertise in multi-sectoral coordination, design, management and implementation; human and social capital development; knowledge management; and monitoring and evaluation. The programme supported the works of the National Competitiveness Council.

Elements of Success
Given many implementing partners, coordination and communication are crucial for the success of this project. The beneficiaries participated in the design and decision-making of this programme, resulting in their increased ownership in the initiative.

Impact
- More than 80% of banana producers benefited from this project
- 1500 producers received training materials on banana cultivation
- 770 producers benefited from root-protection technology and protective sheets and training on controlling infestations and black sigatoka; 90 + producers trained in banana-derived products
- 7 irrigation systems were installed with sub foliar technology
- 3 ICT centres were installed and 200 producers received computer training
- 7 web portals were created for partner associations
- 50 producers and field technicians were trained in the use of mobile traceability facilities

IMPLEMENTATION PARTNERS
El Salvador

Poverty from the Point of View of its Protagonists

The “Multidimensional Poverty Measurement” developed a strategy for tackling poverty from a multidimensional perspective, with the objective of creating the official poverty measurement methodology in El Salvador. It responded to the need to research the different dimensions that should be taken into account as part of a multidimensional poverty measurement. To address this issue, a qualitative study was conducted on 23 people groups living in poverty throughout El Salvador. The study identified the dimensions of education, employment, housing, leisure, security, health and food. The findings of this study were analysed and included in the Multidimensional Poverty Measurement in El Salvador.

UNDP’s Role
UNDP brought together the network of knowledge and experts on themes relating to poverty. It created a methodology for measuring poverty that allows an effective response through the country’s social policy.

Impact
Produced a new poverty measurement in El Salvador that makes it possible to coordinate a better response through social policy.

Elements of Success
This is a project that actually allows the creation of diagnostics from the vantage point of the people. UNDP took responsibility for this research in order to learn and refresh knowledge about and better analyse the issue of poverty.

IMPLEMENTATION PARTNERS
Technical Secretariat of the Presidency, Directorate of Statistics and Censuses of the Ministry of the Economy
Ethiopia

Local Economic Development Project

The project promotes inclusive growth and employment opportunities for women and youth by creating an enabling environment, developing capacities of the relevant public, private sectors and civil societies and delivering targeted interventions. By unleashing local potentials, this initiative helped develop local economies in an environmentally sustainable manner.

UNDP’s Role
UNDP played a catalytic role in coordinating different stakeholders, building their capacities through trainings, technical advice and development of strategies. UNDP was instrumental in replication of local economic development (LED) methodology for local growth and poverty reduction and in scaling up the programme for wider coverage.

Impact
• Development and implementation of LED and inclusive microfinance strategies in a participatory way
• 13,000+ unemployed (over 50% women) improved their entrepreneurship skills and got jobs in 1,000+ small and medium enterprises supported by the project in 3 years, resulting in increased purchasing power and improved socioeconomic conditions for 10,000+ households
• Creation of a network of 15 Business Development Service Centers in 15 cities which provided ICT, business development and career counseling services to communities
• Scaling up of LED good practices from 7 to 27 cities/localities in Ethiopia and subsequent implementation of the second generation of the LED
• Recognition of a LED supported public-private initiative on Solid Waste Management through the 2012 World Business and Development Award at the Rio+20 Summit.

Elements of Success:
• Management and coordination mechanism for partnerships between public, private and civil society
• Public-private dialogue forums
• Participatory planning and implementation mechanism
• Local resource mobilization and management

IMPLEMENTATION PARTNERS
Ministry of Finance and Economic Development, six regional governments (Bureaus of Finance and Economic Development), 27 City Administrations
Global

Analyzing the Political Economy for MDG Achievement

Unfinished Business
Governance is one of the criteria to determine the feasibility of a given intervention, covering two dimensions: stakeholder coordination and political will for solution implementation. Yet this is still unfinished business in many countries. Institutional and Context Analysis (ICA) is UNDP’s methodology for undertaking political economy analysis to support development programmes. It can provide the means to assess political will by analysing the various stakeholders’ interests and ability to influence the results of a given intervention. This analysis in turn helps identify the issues that might enhance or negatively affect coordination by stakeholders, risks and risk mitigation strategies.

Challenges and Bottlenecks
ICA can be applied to reveal bottlenecks in any sector but is particularly useful to education, health and natural resource management. In education and health, it can help identify bottlenecks related to cultural and religious traditions, patronage, corruption, political interests, rural/urban bias and national/subnational tensions that result in skewed distribution of resources between men and women, rural and urban areas, or different geographical locations or ethnic groups. ICA can also reveal how connections with private sector interests have implications for the distribution of critical financial and other resources. The logging, mining and oil industries may be able to influence policies at the local, regional and national levels by legitimate or illegitimate means, through employment generation or corruption, at the expense of indigenous and other marginalized groups.

UNDP’s Role
UNDP Country Offices can help assess the political will for reforms that are more difficult to achieve. UNDP can also help partners lay out realistic strategies to achieve the MDGs, based on understanding of factors preventing stakeholders from coordinating optimally.
Guatemala

Accelerating MDGs in Guatemala

Unfinished Business
The rate of progress on many MDG targets is not sufficient for the country to meet the Goals. Poverty, employment, chronic malnutrition, maternal mortality and HIV/AIDS prevention still constitute a serious challenge. Moreover, striking disparities between regions of the country to heighten equality concerns, particularly in regard to indigenous populations. Out of 49 indicators, 29 show a positive trend, 15 are underperforming and the progress has been reversed on 5. Accelerating progress on MDGs will not be possible without the involvement of governments, politicians, civil society, academia and the private sector.

Challenges and Bottlenecks
- Regional distribution of MDG progress has been very uneven. Some municipalities surpassed the MDG targets, while others are seriously lagging behind. Persisting and even widening inequalities impact particularly on regions with indigenous populations.
- Far-reaching changes are required in national productivity systems and the public sector in order to implement the measures necessary for a successful outcome.

UNDP’s Role
Through the development and dissemination of three national MDG Reports, UNDP has contributed to improvements in MDG monitoring and has drawn attention of policy-makers to existing challenges. In addition, UNDP facilitated the design and creation of the national MDG logos to include elements of the Mayan culture.

Reaching the desired goals will not be possible without the involvement of governments, politicians, civil society, academia and the private sector.
Kyrgyzstan

Area-Based Development in Batken Province (2008-2010)

This project improved the lives of residents in the Batken Province by creating employment opportunities for the poor, providing access to financial and agricultural extension services and making improvements to local infrastructure, including irrigation, roads and communications. It helped empower communities to articulate their priorities and address their needs comprehensively.

UNDP’s Role
UNDP helped facilitate access to affordable micro-credit through partnership with leading local microfinance institutions. It helped mobilize additional funding for the project and initiated an Aid for Trade initiative based on the achievements of this project.

Impact
- Poverty declined from 59% in 2005 to 20% in 2008
- Agricultural production increased by 40%
- More than 16,000 villagers in the most remote areas now have access to electricity, drinking water, and improved communications (road, bridges, telephones)
- More than 2,500 residents received extensive business and vocational training
- Improved access to finance facilitated sustainable business opportunities

Elements of Success
- Tailored approach to address complex development challenges in a particular geographic setting
- Engagement and capacity development of local governments and communities - including the poor, youth and women - as an integral part of local economic development
- Regular monitoring visits with the participation of the Government and implementation partners

IMPLEMENTATION PARTNERS
Administration of the President of the Kyrgyz Republic, Ministry of Economic Development and Trade, Ministry of Agriculture, Water and Processing, Batken State Province Administration, Local self-governments, European Commission (2005-2007), Government of Korea
Latin America and the Caribbean

MDGs Reports Observatory for Latin America and the Caribbean

The Observatory monitors MDG progress in 25 LAC countries, offers information at the level of MDG targets and provides insights on sectoral trends that drive progress on goals. It is entirely based on national official data contained in the latest MDG National Reports published by each country. It takes into account that most countries have adapted the MDGs to national needs and priorities. It shows country-by-country progress with average estimates by Goal and underlying trends on the respective targets and indicators.

**UNDP’s Role**
The MDG Reports Observatory for Latin America and the Caribbean is a tool designed by the MDG Unit of the UNDP Regional Service Centre for LAC.

**Elements of Success**
- Innovative methodology entirely based on official national data with high potential of replicability to other regions
- Analysis of the indicators used by each country to inform the formulation of the post-2015 development indicators
Since 1995, UNICEF has supported countries collect statistically sound and internationally comparable data through Multiple Indicator Cluster Surveys (MICS). High-quality data on the situation of children and women generated through MICS are essential for developing evidence-based policies and programmes, as well as for monitoring countries’ progress toward national goals and global commitments. The survey questionnaires are modular tools that can be adapted to the needs of the country, and are typically carried out by government organizations with the support and assistance of UNICEF and other partners.

**UNICEF’s Role**
UNICEF developed the MICS tools after consultations with relevant experts from various UN organizations as well as with interagency monitoring groups. It worked closely with other household survey programmes, in particular the Demographic and Health Surveys (DHS) programme, to harmonize survey questions and modules and to ensure a coordinated approach to survey implementation, with the objective to provide comparability across surveys and to avoid duplication of efforts. It also provided technical assistance and training to government organizations to carry out the MICS surveys.

**Impact**
Through the MICS, those countries were provided with the opportunity to monitor progress toward national goals and global commitments, including the MDGs as the target year 2015 approaches. Over the last 17 years and four rounds of MICS, 240 MICS surveys have been conducted in more than 100 countries. MICS generated data on more than 20 MDG indicators at the national and subnational levels, allowing for the monitoring of equity on the access to the MDGs. They helped countries capture rapid changes in key indicators and expand the evidence base for policies and programmes. They also helped address emerging issues and new areas of interest, with validated, standard methodologies in collecting relevant data.

**IMPLEMENTATION PARTNERS**
The national Governments (either through Statistical offices or line ministers) of Argentina, Uruguay, Jamaica, Trinidad, Saint Lucia, Barbados, Belize, Suriname, Cuba, Costa Rica and Panama.
At the local level, the success of many development initiatives hinges on the ability of local authorities and communities to jointly articulate, plan and carry out their vision. The project Improving Local Governance and Localizing MDGs Implemented by UNDP in Tajikistan (2008-2012) enhanced local ownership for development results through application of participatory local planning methodology. Using the methodology, 33 districts in the country have developed their development plans (District Development Programmes, DDPs). With cross-cutting issues such as disaster risk reduction, gender, environment and climate change, the DDPs have been developed based on local priorities and are also aligned with national poverty reduction targets.

**UNDP’s Role**
UNDP supported development of the local planning methodology further endorsed by the Ministry of Economic Development and Trade (MEDT). In 30 out of 33 districts where DDPs were elaborated, UNDP provided technical support to enhance capacities of local authorities and communities to engage in participatory planning, implementation and monitoring of local development initiatives.

**Elements of Success**
- Engagement of local communities and authorities created a true sense of ownership and joint effort
- Systematic integration of the cross-cutting issues into local planning
- Alignment of national and local plans
- Training civil servants in participatory planning methodology

**Impact**
- Increased capacities of sub-national governments and local communities to foster development of their districts.
- 33 districts in the country formulated their local plans (DPPs) based on the local participatory planning methodology. This model can be replicated in the remaining 28 districts.
- DDPs have become a strategic paper and development management tool enabling the local governments to support implementation of reforms and mobilize resources.
- Recognizing the importance of the participatory planning process, the Parliament of the Republic of Tajikistan has amended the law to allow for a more favorable legislative framework for local participatory planning.
Bhutan

Preparing towards a better future, preparing our youth for employment

Unfinished Business
In recent years, Bhutan has made notable progress on all MDGs and is well on track to achieving all by 2015. However, with youth employment at 7.3% and at 13.5% in urban areas, unemployment is a growing concern for the country that might result in slowing down progress.

Challenges and Bottlenecks
The bottleneck analysis on youth unemployment carried out under MDG Acceleration Framework (MAF) identified major constraints in the areas of:
- Job creation/entrepreneurship/private sector growth
- Rural development (employment diversification); and
- Education and skills development

UNDP’s Role
With its focus on poverty eradication, UNDP supports the Royal Government of Bhutan to implement results-based policies, plans and programmes. Recognizing youth unemployment as a major priority, UNDP has strengthened its support in this area.

Addressing youth unemployment for the achievement of MDGs by 2015 and beyond
El Salvador


Unfinished Business
El Salvador is one of 50 countries around the world that developed an inclusive consultation process to stimulate debate on the post-2015 development programme. Young people are among the fundamental actors in El Salvadoran society. About 40% of citizens belong to this age group and increasingly demand a role in development.

An initial phase of consultation has been conducted throughout the country, and there will be further consultations with focus groups and interviews with other actors in El Salvadoran society, with special emphasis on young people.

UNDP’s Role
Ensure maximum participation by groups that have traditionally been excluded from dialogue about development.
The Former Yugoslav Republic of Macedonia

Enhancing Inter-Ethnic Community Dialogue and Collaboration

This programme focused on improving intercultural relations and building an inclusive civic national identity through awareness-raising programmes in schools, and by working with local leaders, civil society and the media to facilitate peaceful coexistence. It also worked with national and local bodies to ensure that decision-making around community priorities is an inclusive process that builds consensus among the country’s many different communities. It therefore sought to establish systems to link local and national mechanisms dealing with inter-ethnic relations and building conflict resolution expertise where none exists.

UNDP’s Role
The programme was part of the efforts of UNDP’s MDG Achievement Fund to promote a multi-cultural civic identity within the Former Yugoslav Republic of Macedonia. It was jointly implemented by UNDP, UNICEF and UNESCO, with UNDP undertaking capacity development activities at the local level (especially for substantial administrative and operational support capacity).

Elements of Success
- Strengthening of local-national links through the promotion of joint activities, inclusive workshops and other alternative mechanisms that ensured contact and exchanges between the local and national levels of implementation.
- Communication, advocacy, and use of creative ways to reach out to the private sector and mobilize private resources by targeting and including private universities and the media.

Impact
- Key national and local institutions made significant progress in strengthening inter-ethnic dialogue, collaboration and coordination. Grant scheme implemented to enhance the role of civil society in the area of inter-ethnic relations. Relations between ethnic communities and local self-governments strengthened.
- Digital educational content developed and launched in school to promote multi-culturalism and inter-ethnic relations in schools. Life Skills Based Education curriculum developed and adopted as compulsory for all secondary schools in the country. Youth centres providing joint extra-curricular activities established in the cities of Kumanovo, Kicevo and Struga.
- Representatives of civil society organizations and community leaders trained in dispute resolution methodologies. Grants implemented to enhance inter-ethnic dialogue in universities and three pilot municipalities. “Diversity Reporting” handbook distributed to journalists offering guidelines on how to reflect country’s diversity.

IMPLEMENTATION PARTNERS
Ministry of Education, Ministry of Culture, Ministry of Local Government, ZELS, Secretariat for European Affairs, NGOs, municipal authorities, media, UNICEF, UNESCO.
Occupied Palestinian Territory

Culture and Development

Against a backdrop of conflict, political tensions and limited economic opportunities, this programme supported sustainable socio-economic development through culture-related activities. By fostering institutional development, social cohesion and improved livelihoods, it contributed to the MDGs through a participatory bottom-up approach that: 1) established policies and practices for the safeguarding of tangible and intangible cultural heritage; 2) developed best practices to foster social cohesion; and 3) utilized the potential of cultural heritage and the creative industries for inclusive economic growth. It focused particularly on empowering women who, despite an old tradition of home hospitality in Palestinian society, had to overcome considerable social constraints to make their communities accept their activities.

UNDP’s Role

The programme was part of the efforts of UNDP’s MDG Achievement Fund to foster social cohesion and economic growth to reduce poverty and achieve the MDGs in the Occupied Palestinian Territory. It was jointly implemented by UNDP, UNESCO, UN Women and FAO, with UNDP providing technical support for capacity development and implementation of pilot initiatives.

Impact

- Policies for safeguarding cultural heritage updated, including a national inventory of intangible heritage of agricultural knowledge, fishermen traditions and food culture.
- Inclusive economic growth and social cohesion improved by enhancing eco-tourism and promoting creative industries.
- Pilot quality sustainable model of community-based tourism established in Sebastiyah.

Elements of Success

- Inclusive approach: The programme promoted activities that involved the entire village, including environmentally-friendly tours, crafts, cross-cultural exchanges, traditional activities, guided walks and visits, and home hospitality.
- National ownership in developing the Intangible Cultural Heritage: For the first time, a team of Palestinian experts worked with UNESCO, FAO and the Ministry of Culture to develop a knowledge-based tool for understanding, managing and disseminating data on the Palestinian Intangible Cultural Heritage (ICH). The process reflected national ownership of the project and showed a high commitment toward sustaining the ICH for the benefit of future generations.
- Use of music as a cultural and social empowerment tool: The programme partnered with several conservatories to provide children living in the most marginal areas with the opportunity to learn music and socialize with their peers. It was noted that the behavior and attitude of many participating children changed for the better after participating in the programme.
- Synergies through creative designs and artifacts: Through a partnership with a youth voluntary independent initiative, trainings were conducted on innovative designs for young artists in the West Bank and Gaza. Such trainings were then linked with other existing national projects and initiatives for synergies, and further linked with several private sector institutions and international agencies to encourage employment opportunities for the trainees.

IMPLEMENTATION PARTNERS

Peru has made significant progress towards achieving the MDG targets. At the national level, the country has already achieved MDG 1, Target 1A (halving poverty), but is lagging behind with MDG 1, Target 1B on decent work and employment. Furthermore, disaggregated data reveals significant gaps in rural areas, where indigenous peoples, women and children are particularly disadvantaged. Over 50% of the population in rural areas remain poor, including over 20% extremely poor. Child nutrition, maternal health and access to water and sanitation still constitute a major challenge. Five rural districts affected by internal armed conflicts of the 1980s and 1990s fare particularly badly: Apurímac, Ayacucho, Cajamarca, Huancaílla and Huánuco. Despite good economic growth rates in recent years, progress on bridging the gaps in the achievement of MDGs across regions has been slow.

**Challenges and Bottlenecks**

Institutional capacities need to be strengthened in order to bring about significant improvements in the implementation and monitoring of public policies at the national and subnational levels. Greater intersectoral and intergovernmental cooperation could facilitate better development outcomes and have larger impacts. In the case of employment (MDG 1, Target 1B), the principle challenge is the high prevalence of employment in sectors of low productivity and thus low wages.

**UNDP’s Role**

UNDP is working with the Ministry of Development and Social Inclusion (MIDIS) on strengthening capacities for managing social policy and coordinating social programmes. The aim is to contribute to closing gaps in the MDGs. UNDP is also working with MIDIS, with regional and local governments, and with certain civil society actors in applying the MDG Acceleration Framework (MAF) in six provinces with high levels of extreme poverty in order to improve MDG achievement at the local level. In 2013, work is expected to occur on at least six more MAFs. Finally, UNDP can play a key advocacy role for pro-poor public policies and provide technical assistance for capacity development, and in knowledge management. This will help to close the gaps in the MDGs in Peru and encourage the participatory process on post-2015 agenda.

**IMPLEMENTATION PARTNERS**

Application of the MAF methodology at the local level can galvanize development efforts
Kingdom of Saudi Arabia

From the People to the People: South-South Solutions for Development

Unfinished Business
The world faces critical challenges on achieving many of the MDGs, with a need for scaling up support by the international community under MDG8. In particular a need exists to engage the emerging economies as new partners in global development, including the BRICS countries (Brazil, Russia, India, China and South Africa) as well as supporters of South-South cooperation like countries in the Arab Gulf.

Challenges and Bottlenecks
South-South partnerships can play a crucial role in achieving the MDGs, but there are many challenges to fully engaging South-South partnerships. There is also a need to move away from dependence on public finance and ODA to find innovative sources of finance for development. In Saudi Arabia, the Government provides $2-3 billion annually for global development and humanitarian causes, but innovative approaches are required to engage the Saudi public as global citizens for development.

UNDP’s Role
UNDP is working with the Foreign Ministry and a group of innovative Saudi youth to develop, design and launch a global UNDP-managed Human Development Fund, with a web-based platform for citizen contributions to UNDP projects around the world. This will be on the “From the People to the People” vision of Saudi youth to support development goals across the South, the Government’s commitment to support this vision through matching funds to citizen contributions, and UNDP’s long-standing expertise in global fund management.

Building on the “From the People to the People” vision of Saudi youth to support development goals across the South
Swaziland

Poverty Alleviation in Swaziland

Unfinished Business
The poverty rate in Swaziland stands at 63%, and Swaziland’s population is growing at a much faster rate than its economy. The unemployment rate is 33.6%, with more than 50% youth unemployment. This indicates a dire need to redouble efforts to alleviate poverty.

Challenges and Bottlenecks
The fiscal crisis of 2010 has impacted the government’s efforts to reduce poverty. Many companies closed down, which resulted in job losses. The persons with HIV/AIDS who are economically active have been affected most. This has slowed down progress on the MDGs.

UNDP’s Role
UNDP should strengthen its local-level poverty reduction efforts in the country, such as through capacity development of civil society organizations. It should also strengthen resource mobilization strategies and sustainability mechanisms.

Doubling efforts on local-level poverty reduction
The recent turmoil which has shaken Tunisia is directly related to the lack of jobs for young Tunisians, especially in marginalized areas of the North West, West and South. A third of young people are jobless, and promoting full and productive employment is an urgent challenge for the government. This UN Joint Programme supports government’s efforts to develop capacities in migration-prone areas through the sustainable creation of decent jobs and the promotion of local competencies. The programme operates in El-Kef, Gafsa and Tunis through interventions adapted to the varying needs of two target groups - unemployed university graduates and unemployed unskilled youth.

**UNDP’s Role**
This MDG-F-funded initiative is part of the Youth Employment and Migration programme that operates in 14 countries across five continents. It aims at preparing young people to join the work force, helping the government to improve educational systems, advocating for policies that promote full employment for youth, and devising strategies to minimize the risks facing youth who migrate from rural areas. UNDP is one of five UN implanting partners and serves as administrative agency for this project. It also provides technical assistance to national partners and plays a coordination role.

**Impact**
- Innovative entrepreneurship and job creation schemes promoted
- Enhanced national and regional capacities to develop, implement, coordinate and monitor national and regional employment and migration policies and programmes
- Strengthened institutional capacities through specific studies, technical assistance, development of new methodologies for employment trend analysis

**IMPLEMENTATION PARTNERS**
EDUCATION AND GENDER

MDG Poster Book
This project strengthened the national response in support of gender equality and women’s empowerment through capacity development interventions aimed at mainstreaming gender equality into national policy, programming, budgeting, implementation and monitoring frameworks as well as developing leadership capacity and promoting economic empowerment of women.

**UNDP’s Role**
UNDP worked at two levels: it supported the Minister and Secretaries of State in their high-level policy advocacy, and provided technical advisory support to the technical department level staff for their engagement with line ministries.

**Impact**
- Gender mainstreamed into national development plans and strategies
- Gender mainstreaming mechanisms established and strengthened at the sectoral level
- A second Cambodia Gender Assessment (CGA) drafted, published, and incorporated into the 5-year strategic plan developed by the Ministry of Women’s Affairs
- Increase in share of women in civil service from 32% to 34% in less than two years (2008 to mid-2009)

**Elements of Success**
- Strong national ownership
- Strengthened knowledge base through research, which paved the way for national ownership of the policy recommendations
- Long-term commitment and predictability and breadth of support
- Support for management and leadership training of female staff in the Ministry of Women’s Affairs and its line ministries

**IMPLEMENTATION PARTNERS**
Cambodia’s Ministry of Women’s Affairs, with support from UNDP in collaboration with UNFPA, UNIFEM, ITC, ILO, JICA, GTZ and local NGOs
The Women Police Office Network (WPON) is a network of women police officers from 8 countries in South East Europe (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the former Yugoslav Republic of Macedonia, Moldova, Montenegro and Serbia). WPON members are working to improve their working conditions, facilitate their career advancement and attract more female police officers. In doing so, this project empowers women police officers to advocate for a more gender-sensitive and gender-responsive police service and thus to become better-equipped to respond to the needs of the community.

**UNDP’s Role**
UNDP’s expertise on gender equality and security-sector reform allowed the organization to facilitate the establishment of WPON and to provide secretariat functions to the Network.

**Impact**
- Gender awareness in police services raised
- Enhanced regional cooperation through a network of women police officers from 8 countries
- Strengthened capacities of WPON members to advocate for gender equality in police services
- Groundbreaking research on the position of women in the police services
- Establishment of two women police officers associations by WPON members within their police services to enable networking and information exchange on the local level

**Elements of Success**
- Recognition by the leadership of police forces for the need to integrate gender equality issues into police services
- Sense of ownership and involvement of national partners and members of WPON
- Openness and honest exchange of experiences among women serving in the police force in 8 different countries
- Planning of training based on needs assessments and priorities identified by WPON members themselves

**IMPLEMENTATION PARTNERS**
The Southeast Europe Police Chiefs Association, 9 police services in South East Europe, Norwegian Ministry of Foreign Affairs, Swiss Development Cooperation
In Fiji, women constitute 87% of all market vendors in the country, yet they are excluded from the decision-making regarding conditions in which they work and the way the markets are managed. By providing training on issues such as customer service, accounting or budgeting, this project empowered female vendors as business owners and as participants in the Market Vendor Association. Because the learning took place right at the market place, the vendors did not have to forgo their daily incomes to attend the training.

**UNDP’s Role**

UNDP designed and implemented this project. It secured partnerships with the government and NGOs to ensure that the training programme is based on actual needs of female market vendors. It also strengthened local institutional capacities and facilitated dialogue between the Council and the Market Vendors Association to improve service delivery to the vendors and protect their interests.

**Impact**

- Improved business practices of female market vendors
- Increased role of women in the Market Vendors Association with endorsement and support of the Ministry of Labour
- Increased government assistance to female vendors, e.g., provision of accommodation to rural female vendors, increased budget allocation to the Rakiraki Town Council
- Government’s investment to make the market more resistant to frequent flooding
- Replication and rollout of project in 10 markets in Fiji by the Government and UN Women

**Elements of Success**

- Needs assessment prior to engagement
- Engagement of local facilitators and trainers who are familiar with vendors’ needs and challenges and anchoring the project with local institutions to ensure ownership and sustainability
- Strong partnership from the onset of the project, including with the Government, UN Women, local communities, Market Vendors Association and the local town council
- High visibility and publicity of the project

**IMPLEMENTATION PARTNERS**

Global

The Gender and Economic Policy Management Initiative (GEPMI)

GEPMI seeks to incorporate gender perspectives into regional and national development frameworks by making economic policies and poverty reduction strategies that equitably deliver to women and men, girls and boys. It provides senior-level policy makers with the knowledge and tools to analyse, design, and implement gender-responsive macroeconomic policies on a national level. It also establishes and expands the network of high caliber experts that have been trained to deliver on the GEPMI methodology. Finally, it maintains knowledge exchanges through the Global Community of Practice on gender-sensitive economic policies.

UNDP’s Role
UNDP pioneered and piloted the programme, and is now implementing the modality globally through its partners. It provided national-level policy advisory services on the GEPMI methodology, created a pool of experts on the GEPMI methodology, and designed and delivered relevant courses. In Uganda, it even introduced a master’s programme in Gender Aware Economics at Makerere University.

Impact
- 700+ senior-level policy-makers, economists, statisticians and gender equality experts from 53 countries globally have benefited from the GEPMI methodology and its networks
- 100+ trainers learned the GEPMI methodology globally and are currently replicating, scaling and customizing it to regional, national and sub-national needs
- Implementation of the GEPMI programme by the Government of Zimbabwe that is also taking measures to institutionalize and localize the initiative
- Integration of gender equality issues into economic policy by the National Planning Commission and other key government agencies of Nepal

Elements of Success
- Development of a methodology that can easily be tailored to country-specific needs and be applied in different regions: The programme meets a global demand in the arena of gender responsive policy making.
- Identification of political will of policy makers and governments’ interest: Successful examples led to continued requests for GEPMI capacity development and advisory services in the regions.
- Tailored advisory services: Through leading experts and trainers from respective regions, the methodology meets existing demands and country specific needs.

IMPLEMENTATION PARTNERS
UNIDEP (African Institute for Economic Development and Planning), KIGEPE (Korea Institute for Gender Equality Promotion and Education), KOICA (Korean International Cooperation Agency), University of Bahrain, UN Women
Haiti

Women's Economic Empowerment through Income Generation Activities

This initiative created economic opportunities for women within the Joint Programme for Conflict Prevention and Social Cohesion, implemented by several UN agencies, among them UNDP, to rehabilitate earthquake-affected neighborhoods in Port-au-Prince and encourage people living in camps to return to their neighborhoods. Based on lessons learned from the implementation of this project, a vision on women’s economic empowerment was developed to support policies aimed at women’s economic integration.

UNDP’s Role

Partnership has been at the heart of UNDP approach to make this project a success. This was a very short term project, so the idea was to invest in people and organizations that have capacities and that are already well rooted within the communities. That’s the reason why the project was able to show results in such a small lapse of time.

UNDP has developed partnerships with the Ministry of Women’s Affairs to support the development of public policies to promote women’s economic empowerment, and with the Ministry of Commerce and Industry, in order to promote inclusive economic public policies. In parallel to the support provided to Government counterparts, UNDP also supported interventions in the field through partnering with civil society organizations to offer immediate livelihoods support. The best practices and lessons learned from these initiatives are being used to feed national public strategies.

Impact

- 750+ women completed vocational and professional training programs developed in line with the demands of the market
- 450+ new jobs created and 350+ micro-enterprises established
- 400+ enterprises supported through training, mentoring and access to credit
- 550+ young women (ages 18 to 34) participated in UNDP/MDG-F Championship for Young Female Entrepreneurs.
- A formal network of national and international actors established to promote women entrepreneurship as a motor of inclusive growth
- Government used this project as a model for scaling up

Elements of Success

- Partnerships were built with people and organizations that have capacities and are already well rooted within the communities in order to synergize on their efforts and deliver results quickly.
- The project’s bottom-up approach ensured that the lessons learned from the field interventions contributed to enriching the knowledge management process.
- The very grass roots efforts were linked to national priorities by creating partnerships with national institutions including the Ministries of Women’s Affairs, the Ministry of Youth and the Ministry of Commerce. Joint efforts with these Ministries are underway to scale up the model to other parts of the country.
- The success of the model is being used by the Haitian Government to identify regional markets, share knowledge, and create job centers to reach even more vulnerable populations nationally.

IMPLEMENTATION PARTNERS

Korea-UNDP MDG Trust Fund, MDG-F, Ministry of Women’s Affairs, Ministry of Youth, NGOs (Femmes en Democratie, FONKOZE, BRAC, International Rescue Committee, Grupo SOFONIAS, GOAL, J/P HRO, Secours Islamique France)
Latin America and the Caribbean

Brazil, Chile, Colombia, Costa Rica, Cuba, Honduras, El Salvador, Nicaragua, Mexico, Panama, Uruguay

Gender Equality Certificate for Your Company

The Gender Equality Seal Community of Practice, facilitated by UNDP in 11 countries in the region aims at promoting best practices regarding gender equality in the workplace. It advocates for closing the gender gap in the labour market in the region by monitoring current labour statistics and drawing attention to the linkages between decent work, poverty reduction and gender equality. The participating companies receive certificates of gender equality.

Impact
- Implementation in 11 countries
- Completion of gender equality programmes by 400,000 female and male employees
- 1400+ companies certified to date
- Recognition of the value of this initiative by the Ministries of Labour from several countries, who have since joined the programme
- Numerous acknowledgement and awards, including at the Regional Conference on Women in Latin America and the Caribbean (Brazil, 2010), UN Knowledge Fair (Italy, 2010) and South-South Cooperation Fair (Panama, 2012)

Elements of Success
- Application of the Management Systems Certification Models (ISO) with the inclusion of gender analysis
- South-South cooperation on knowledge management
- Linking the Company Certification Programmes to the gender equality and employment policies in the countries

IMPLEMENTATION PARTNERS

1400+ companies in the region; Pro Gender Equality Programme of the Policy Secretary for Women of the Federal Government of Brazil; Equality Seal; SERNAM (National Women’s Service) Conciliation of Chile; Ministry of Work and High Council for Women of Colombia; Management System for Gender Equality and Equity (SIGEG), Institute for Women of Costa Rica; IGECESA Programme of the Ministry of Agriculture of Cuba; Salvadoran Institute for Women’s Development (ISDEMU), El Salvador; National Institute for Women of Honduras; Gender Equity Model (MEG), National Institute for Women (Inmujeres) of the Federal Government of Mexico; Management Model of Best Practices for Businesses in Gender Equality UNIRSE (Nicaraguan Union for Corporate Social Responsibility); UN Women;

Institutions of the Dominican Republic; Quality Management Programme with Gender Equality of the National Institute for Women (Inmujeres) of Uruguay; National Institute for Women (Inamu) Ministry of Work (Mitradel) Panama; ILO / UN Women; MDG Fund; AECID (Spanish Development Agency); regional and subregional entities for CSR, business women and others

Promote Gender Equality and Empower Women
Unfinished Business
Since 2000, the countries of the region have enjoyed broad access (94%) to primary education. During the last decade, the repeat and drop-out rates have decreased, so the completion and retention rates have significantly improved in most countries. Moreover, progress was especially encouraging among the poorest populations and those living in rural areas, which exemplifies decreasing inequalities. Despite this progress, in 2010, an average of approximately one in ten young people aged 15 to 19 did not complete primary education; in some countries, this figure was one in three.

Challenges and Bottlenecks
The central challenge to completion of primary education is to provide conditions that allow children and young people in situations of greater social disadvantage to remain in school. This requires social programmes and financial support for families. It also requires compensation programmes for schools that serve the most disadvantaged populations, as well as better conditions for teaching and learning, such as more time spent at school, better resources for learning, and less social segregation in schools. The lack of state policies that outlive individual governments has been a problem. Similarly, the ongoing conditions of marginalization among certain sectors of the population are an obstacle, especially in the case of ethnic minorities. Greater commitment from governments and societies as a whole is vital for guaranteeing the right to education for all.

More needs to be done to provide better conditions for disadvantage children to stay in school
Latin America and the Caribbean, UNESCO

Regional Studies on Quality of Education

The Latin American Laboratory for Assessment of the Quality of Education (LLECE) contributes to a deeper understanding of the state of education in the region in order to improve educational outcomes. It undertakes systematic comparative analysis on the learning process among primary school students in reading, maths, and sciences as well as on critical factors determining access and quality of education. Today, LLECE is indispensable for evaluating regional progress and challenges in terms of achieving the goals of Education for All and the MDGs.

UNESCO’s Role
UNESCO’s Regional Education Office for Latin America and the Caribbean (OREALC/UNESCO) is implementing this programme.

Impact
- In 2010, LLECE received the Education Award at the South-South Development Expo.
- Enhanced South-South cooperation between Ministries of Education in the region that have been learning from each other’s innovative and successful educational experiences.
- Improved capacity of Ministries of Education of participating countries to plan, manage and evaluate educational policy, including 16 national coordinators of the LLECE; over 60 experts in the fields of mathematics, science and language from the region’s Ministries of Education; and over 20 experts in the fields of statistics, planning and education evaluation from the Ministry of Education of Bolivia.
- Indirect impact on 68+ million primary students; 59+ million secondary school students; 2+ million primary school teachers; and 3+ million secondary school teachers.

Elements of Success
- A network structure as a technical and policy debate forum on the learning process, its associated factors, best practices as well as on evaluation of educational policy in participating Ministries of Education
- Public debate on education in participating countries spearheaded by this initiative increasingly affects the decision-making and public policies in the region’s education ministries.

IMPLEMENTATION PARTNERS
UNICEF, IDB, Ministries of Education in the participating countries, universities
This programme supported the government in ensuring that all children in Swaziland had access to primary education (grades 1 to 5). It helped build the necessary infrastructure and improve the quality and relevance of education and access to education. A fund was also introduced for orphans and vulnerable children to enable all pupils to further their educational aspirations and goals, regardless of their grades.

**UNDP’s Role**
The UNCT introduced school feeding programmes for needy schools, mainstreamed gender into school curricula, built capacity of teachers to effectively handle gender issues, supported the establishment of nationwide school-based girl-friendly initiatives, and developed and implemented comprehensive school progression and retention strategies.

**Impact**
- Net primary enrolment ratio increased from 79% in 2000 to 92% in 2010
- Primary completion rate increased from 60% in 2007 to 74%
- Literacy rates of 15- to 24-year-old women and men increased from 84% in 1986 to 95% in 2007

**IMPLEMENTATION PARTNERS**
UNICEF, UNESCO, FAWESWA, Ministry of Education, EU

**Elements of Success**
- Efforts to create an enabling policy and legislation environment, including advocacy, by UNDP and CSOs
- Government ownership
Ethiopia, India, Kenya, Madagascar, Malawi, Namibia, Rwanda, Swaziland, Tanzania and Zambia

Universal Access for Women and Girls Now! (UA Now!)

The UA Now! initiative aimed at accelerating universal access to HIV prevention, treatment, care and support services for women and girls most affected by HIV. The UA Now! projects focused on issues including analytical research; integration of the concerns of women and girls into HIV strategies and other national strategies and policies; and ensuring an environment where respect for the rights of women and girls contributes to accelerating universal access. Specific examples include developing capacity of government and civil society to ensure proper attention to gender commitments in national HIV strategies (Ethiopia and Kenya); identifying essential issues for an effective HIV response by engaging affected women and girls (Madagascar); training traditional leaders and women living with HIV to challenge harmful gender norms (Malawi and Namibia); and providing legal aid to women living with HIV who suffer property rights abuses and sexual violence (Rwanda).

UNDP’s Role
UNDP led the coordination and implementation of UA Now! on behalf of the UNAIDS family, including UN Women (formerly UNIFEM). UNDP was also uniquely positioned to convene country-level partners and facilitate South-South cooperation. UNDP’s accumulated knowledge, expertise and strong country-level capacity helped to achieve the desired results of UA Now!

Impact
- Increased political will and action to accelerate universal access for women and girls and generated important sharing of information and lessons.
- Needs assessments helped key national stakeholders identify and assess barriers to universal access for women and girls. The assessment process also helped unite stakeholders from various sectors and generate commitments to action.
- The UN Special Envoys on AIDS in Africa and Asia-Pacific joined UA Now! as champions and spoke at several international UA Now! events.

Elements of Success
- Evidence-informed and country-driven planning
- Meaningful involvement of women living with HIV and multiple stakeholders
- Building synergies with relevant national, regional and international HIV, gender, human rights and development policies and processes

IMPLEMENTATION PARTNERS
UNAIDS, UN Women, UN system, government agencies, organizations of women living with HIV, other women’s rights and HIV organizations, traditional leaders, World YWCA
Burundi

Strengthening Infrastructure and Capacity to Combat HIV/AIDS

This project was designed to provide greater and more inclusive access to quality health care for vulnerable populations, particularly groups at risk of HIV infection. It built and equipped a centre for HIV/AIDS prevention, testing and treatment that is providing various health care services, covering reproductive health, sexually transmitted diseases, prenatal care and family planning. Moreover, through a South-South approach, it strengthened the capacity of the Government of Burundi and civil society to respond to the HIV/AIDS pandemic and to care for people living with HIV through training workshops, technical exchanges and capacity-building activities in various regions of the country.

UNDP’s Role

UNDP supported infrastructure development and strengthened the capacity of the government and civil society to plan and to communicate and implement HIV and AIDS prevention and care strategies. UNDP Burundi implemented this project while the UN Office for South-South Cooperation in UNDP served as fund manager.

Impact

- Infrastructure development including a health centre that enabled approximately 39,000 HIV or reproductive health consultations per year
- Capacity development of government and civil society actors on several HIV and AIDS topics, including the more severe impact of AIDS on women, combating stigma and discrimination, and community-based approaches for prevention and care
- Enhanced local capacities to monitor, design and implement appropriate programmes
- Provision of informational technology, medical equipment and vehicles for the government and partner NGOs

Elements of Success

- Infrastructure development aimed at overcoming barriers to universal access to reproductive health, through the construction, equipping and furnishing of a health center
- Workshops for exchanges of experiences between experts from Southern countries
- Capacity development to overcome technical limitations of Burundi’s national plan to prevent HIV and care for people living with HIV

IMPLEMENTATION PARTNERS

Ministry of Health; Society of Women Against AIDS in Africa; UNFPA: the India, Brazil and South Africa (IBSA) Fund
Ethiopia

Deepening Interventions Towards Women Empowerment, Maternal Health and Environmental Sustainability

Unfinished Business
Thanks to remarkable progress in the past decade, Ethiopia will likely achieve most of the MDGs by 2015. However, the country is still lagging behind on gender equality and empowerment, maternal health and environmental sustainability.

Challenges and Bottlenecks
Underfunded and inefficient health system battered by shortage of skilled personnel and specialized equipment was identified as a key obstacle to progress on maternal health. In addition, cultural and societal norms, financial barriers and distance to health centers prevent women from using the available services. Furthermore, poverty makes people use environmental resources as an economic coping strategy in an unsustainable way. Much is required to improve environmental conservation and management, adopt environmental technologies in waste management, expand renewable energies, reduce air pollution, and raise awareness of deforestation and environmental degradation at community level.

UNDP’s Role
UNDP has rolled out the MDG Acceleration Framework (MAF) on maternal health. In the area of environment, UNDP supports existing national efforts and institutions, among others on climate change. UNDP also supports the country’s Wildlife Conservation Authority and Environmental Protection Authority. All of these initiatives will aid Ethiopia’s progress in achieving environmental sustainability. Through its gender joint programme, UNDP is also contributing to gender mainstreaming, budgeting and auditing as well as the establishment of a gender resource center.
Guatemala

Improving Access to Quality Health Care for Mothers and their Children

The project Quality in Extending Coverage of Maternal and Child Health Care established a community monitoring system, including through mobile technologies, to reduce maternal and newborn mortality. An Improved Package of Services introduced by this project has contributed to better quality of health care at the primary care level. To make the health services more culturally acceptable, a unit was created within the Ministry of Public Health for health care of indigenous peoples. At the same time, the Virtual Human Development School has offered policy makers a set of courses on public administration and human development.

UNDP's Role
UNDP supported the implementation of this project. Through a panel of health specialists, UNDP provided technical support to the Ministry of Public Health in Guatemala. Through the provision of training tools, the UNDP Human Development School has strengthened the ability of the health personnel to deliver culturally appropriate health services and to increase their quality.

Impact
- Enhanced ability of community experts to reduce the health risks of pregnant women, newborns and children under five.
- Throughout the country, health personnel and 40 NGOs received training and educational materials on quality in access to health care.
- 200+ communities implemented intercultural factors in health care provision.
- Inclusion of community facilitators in municipal assemblies of indigenous peoples.

Elements of Success
- Involvement and commitment of all health personnel.
- Training for new staff contributes to the effective implementation of new modalities of health care.
- Culturally appropriate health services improve communication between providers and users and increase the effectiveness of medical services.
- Quality standards set in health care provision allow for better monitoring.
- Mobile technologies can be an effective tool in facilitating access to medical information remotely.

IMPLEMENTATION PARTNERS

Ministry of Public Health and Social Care, USAID, UNICEF, Tigo Foundation, NGOs
Mongolia

Improving Rural Health Care in Mongolia

This project supported the Government of Mongolia in increasing the efficiency and equity of achieving MDGs 4 and 5 through an evidence-based planning and budgeting process. Grounded in health system strengthening, it used local data and evidence in identifying specific gaps in maternal, newborn and child health (MNCH) policy, budget and service delivery. It enabled recommendation of strategic, equitable investment and government action on scaling up essential MNCH interventions.

UNDP’s Role
UNDP supported the UN and other partners in effectively using data to identify specific gaps in MNCH policy, budget and service delivery. It provided recommendations on strategic, equitable investment and government action on scaling up essential MNCH interventions.

Elements of Success
- Joint strategy by national and provincial health staff and development partners for data collection and verification, bottleneck analysis, strategic prioritization and costing, and impact estimation related to scale-up of high-impact interventions
- Teamwork + understanding of local data and evidence impacted government policy, budget and service delivery
- Use of a computerized bottleneck-modeling and marginal budgeting tool to estimate cost and impact of intervention packages

Impact
- Newborn mortality reduced by 38%
- Development of a computerized tool for collaborative planning and costing

IMPLEMENTATION PARTNERS
Ministry of Health, Finance and Local Administration,
UNICEF, UNFPA, WHO, ADB, World Bank
Nigeria

Accelerating Progress on Maternal Health (MDG 5)

Unfinished Business
One of the big challenges on Nigeria’s path to achieve MDGs is its relatively slow progress toward maternal health vis-à-vis other Goals. For example, child mortality rates are declining by about 13% per year while maternal mortality is decreasing by only 4%. To speed progress on MDG 5, UNDP Nigeria, in partnership with the government, is deploying the MDGs Acceleration Framework (MAF). The application of the MAF methodology might help address regional disparities in progress and suggest solutions. Nigeria has prioritized MDG 5 as the first Goal to go through the acceleration process and will possibly apply it to other underperforming targets.

Challenges and Bottlenecks
Health care professionals are more available in cities while access to quality pre-natal and natal care in rural areas is still very limited. Various midwife service schemes have been shown to increase the number of skilled health professionals at birth from 38.9% in 2008 to 48.7% in 2011. These efforts need to be intensified to show faster results.

UNDP’s Role
In partnership with the government and the UK Department for International Development, UNDP is leading the implementation of the MDGs Acceleration Framework for Goal 5 and providing technical assistance to the government.

Access to skilled health professionals to accelerate progress on MDG 5
Panama

Empowering the vulnerable population

Unfinished Business
In the last five years, Panama has experienced one of the highest rates of growth in the region (between 7 and 10%), and poverty levels have decreased from 38.3% in 2006 to 25.8% in 2012. Despite these positive trends, not everyone has benefited from this growth. This is especially true for indigenous and Afro-descendent populations, and for young women and infants. The vulnerable populations do not enjoy equal access to health, with poverty reaching extreme levels in indigenous regions. The MDG targets for maternal mortality and child mortality are particularly off-track. Between 2000 and 2010, maternal mortality rates remained unchanged at around 60 per 100,000, much below the regional average, and the situation in indigenous areas is especially dire, with maternal mortality ratio greater than 200 per 100,000. Furthermore, child mortality fell by only 19.8% between 2000 and 2010, which is significantly below the MDG target of two thirds.

Challenges and Bottlenecks
- High levels of teenage pregnancy, and very few interventions with a preventative focus on young people
- Insufficient services for vulnerable populations that are not adapted to the socio-cultural and geographical contexts
- Low level of coverage of attendance at births by skilled health personnel, especially in indigenous areas, where coverage is as low as 50% or below, compared to the national level of 92.4%
- High risk of infectious diseases due to gaps in water coverage, especially in rural areas
- High risk of ill health and death in early childhood due to chronic malnutrition and restricted growth, especially in indigenous areas

Targeted public policies are needed to improve maternal health, decrease child mortality and help vulnerable populations reap the benefits of growth.

UNDP’s Role
- UNDP, along with the UN system, could strengthen its support aimed at improving the effectiveness of public investment in the country. In particular,
- UNDP should support better integration of education, health, nutrition and income-generation programmes to the needs of the population at risk, considering social, cultural and ethnic aspects of each community.
- Establishment of a policy monitoring system with clearly defined targets could help with the implementation and oversight.
Republic of the Philippines

Life Goes on with Improved Maternal Health

Unfinished Business
The Philippines is on track to achieving most of the MDGs, but progress needs to be accelerated in poverty, universal primary education, maternal health, and HIV/AIDS. In particular, the Philippines are off-track on the MDG target of reducing maternal mortality to 52 per 100,000 live births. While the country’s maternal mortality ratio declined from 209 per 100,000 live births in 1990 to 162 in 2006, recent data showed that the ratio increased to 221 per 100,000 live births in 2011.

Challenges and Bottlenecks
Inadequate access to maternal services, as well as other socio-economic factors affecting health care services utilization, have resulted in geographic differences in maternal health conditions. Many births are still delivered at home with traditional birth attendants (hilots) instead of skilled health professionals, especially in areas where health facilities with services of skilled professionals are inaccessible. Comprehensive antenatal care is also not always provided to women. Other concerns include inadequacies of the referral system, non-utilization of health facilities due to lack of awareness and other barriers, increasing unmet needs/incidence of teenage pregnancy, and lack of prioritization on critical Basic Emergency Obstetric and Newborn Care functions.

UNDP’s Role
UNDP, in coordination with other UN Agencies, could support the country by:
- Building the capacities of local governments to design, plan, implement and monitor MDG-related policies and programmes
- Strengthening institutional mechanisms, including local health boards and local councils
- Supporting information management such as community-based monitoring systems
- Launching broad-based advocacy and communication strategies to duty-bearers and claim holders on reproductive health and teenage pregnancy
- Strengthening partnerships with NGOs, CSOs, private sector and the government for maternal health

Seizing on critical opportunities to improve women’s health and promote healthy pregnancies
Tajikistan

Malaria Elimination Project

Building on previous achievements in combating malaria in Tajikistan, this project continues the efforts to eliminate the disease through the interruption of local malaria transmission. In particular, the project helps scale up the malaria surveillance system, strengthen the capacity of the National Malaria Control Programme (NMCP) as well as improve early detection and effective treatment.

UNDP’s Role
UNDP is a key partner to the Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM) and is the UN agency assuming the role of Principal Recipient of GFATM grants in Tajikistan. In its role, UNDP is responsible for the financial and programmatic management of the Global Fund grant as well as for the procurement of pharmaceuticals, health and non-health products.

Elements of Success
- Enhancing capacity of the National Malaria Control Programme (NMCP)
- Provision of technical advice and training to health care workers
- Behavior change media and community campaigns

Impact
- Decrease in malaria prevalence from 112 cases in 2010 to 33 in 2012
- Endorsement by the Ministry of Health of the new National Malaria Elimination Programme in April 2011 in line with MDG 6, target 6c
- At least one insecticide-treated bed net available in 58.8% of households and 100% of households received indoor residual spraying within the last 12 months
- Improved capacity of the government health authorities and services in malaria control policy development, planning, management, partnership and coordination
- Strengthened national surveillance system, including epidemic forecasting, early warning and response
- Improved the coverage and quality of early diagnosis and prompt treatment services in the country
- Health facilities supplied with necessary equipment to combat malaria and staff trained

IMPLEMENTATION PARTNERS
Republican Tropical Disease Center (RTDC), Republican Centre for Healthy Lifestyle, Republican Center of Preventive Disinfection (RCPD), Public Organization “Subhi Tandurusti”, WHO
Unfinished Business
One of the biggest challenges to Ukraine’s pursuit of the MDGs is the rapid growth of HIV, the increase of AIDS-related mortality and the spread of tuberculosis. The MDG 6 target for Ukraine of decreasing the HIV prevalence rate by 13% will most likely be missed, with HIV incidence at 46.5 per 100,000. The epidemic is concentrated primarily among urban most-at-risk populations (MARPs), such as injecting drug users (IDU), female sex workers (FSW), men who have sex with men (MSM), and in the penitentiary system.

Challenges and Bottlenecks
The 2012 Assessment of the National AIDS Programme for 2009-2013 has revealed these major bottlenecks for MDG 6: a) lack of political will and human rights issues, such as stigma and discrimination towards MARPs and people living with HIV/AIDS (PLHIV); b) inadequate care and support services for MARPs, such as opioid substitution therapy (OST) and anti-retroviral therapy (ART); and c) low coverage of HIV/TB testing and counseling and other prevention services. Although the government has increased the budget for the national HIV/AIDS response by 10 times since 2005, overall financial commitments are not sufficient for necessary services, especially for MSM. The national response suffers from implementation inefficiencies and overall sustainability risks.

UNDP’s Role
UNDP supports efforts of the Government of Ukraine in effective planning, implementation and evaluation of the HIV/AIDS response at the national and regional levels, including through application of the MDG Acceleration Framework to the National AIDS Programme, 2009-2013. UNDP will continue to strengthen national capacity through critical policy advisory and capacity development support, especially to the Country Coordinating Mechanism and other national and subnational institutions. UNDP will continue advocating for integrating human rights and gender equality into the new national AIDS programme for 2014-2018 and will fight to abolish any forms of criminalization and discrimination towards PLHIV and MARPs. In addition to supporting legislation reforms, UNDP helps strengthen the partnership and coordination among different entities responsible for governance, human rights and health care, thus promoting sustainability and effectiveness of the HIV response.
Zimbabwe

Addressing Critical Gaps in HIV Prevention, Treatment, Care and Support in Zimbabwe

Globally, since 2003, UNDP has partnered with the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) in more than 40 countries to deliver essential public health services. In Zimbabwe, UNDP is working with the Government of Zimbabwe and the Global Fund to increase the uptake of HIV prevention services and to achieve universal access to HIV treatment (MDG 6). UNDP is also helping government and civil society partners to build capacity to manage and implement large-scale health programmes so that they will be well positioned to take over management of Global Fund grants from UNDP.

UNDP’s Role
UNDP employs its mandate, impartiality, presence on the ground and operational capacity to manage the Global Fund grant, helping to achieve universal access to HIV treatment under challenging circumstances. UNDP’s experience and knowledge in capacity development have been essential to helping government and civil society partners manage large-scale programmes, including in financial management, procurement and implementation.

Impact
• Zimbabwe is now on track to achieve universal coverage with antiretroviral therapy.
• Of the total number of people accessing antiretroviral treatment, 203,440 were in the UNDP-managed Global Fund programme.
• Zimbabwe has also achieved one of the sharpest declines in HIV prevalence in southern Africa, from 27% in 1997 to just over 15% in 2010.

Elements of Success
• Experience in 40+ countries in supporting Global Fund has enabled UNDP to share best practices across countries.
• Through the Global Fund partnership, UNDP has effectively employed its operational capacity for transformational policy change in health and development, building on policy know-how and technical experience in addressing social determinants of HIV and health.

IMPLEMENTATION PARTNERS
ENVIRONMENTAL SUSTAINABILITY

MDG Poster Book
While access to water in Albania has considerably improved in recent years, one of the persistent issues is poor service: the water pipes are old, the quality of water is low and there are frequent water cuts. The decentralization and commercialization of water supply services pushed water prices up, but improvements in service are lagging behind. In an effort to address these problems, the Joint UNDP/World Bank initiative – the Economic Governance, Regulatory Reform and Pro-Poor Development programme (2009-2012) – worked with Albanian ministries and regulatory authorities to develop a “model” contract between the providers of water and sewerage services and their customers. The contract’s aim is to regulate key aspects of the relationship between the two parties and to educate them on their rights and obligations. It encourages better service by water operators, provides better consumer protection and increases awareness of the role of providers and users in environmental protection.

**UNDP’s Role**

This programme, funded by the UNDP-Spain MDG Achievement Fund, was implemented in partnership between UNDP and the World Bank. UNDP supported policy analysis, technical assistance, and capacity development of key state agencies and CSOs working in the area of economic governance.

**Impact**

- The programme has produced a report to help regulatory bodies better monitor the provision and efficiency of public utilities.
- Water utility companies introduced a model water contract between water utilities and consumers.
- Consumer complaints management system established and web-based National Consumer Complaints Management System launched.
- Capacity needs assessment undertaken to support consumer rights awareness. A study on the effectiveness of support to the poor has been drafted to support pro-poor utility policies.

**IMPLEMENTATION PARTNERS**

- Ministry of Economy, Trade, and Energy
- Ministry of Public Works, Transport, and Telecommunications
- Energy Regulatory Entity
- General Department of Water and Supply
- World Bank
- sub-national governments and civil society organizations

**Ensure Environmental Sustainability**
West and Central Africa

Multifunctional Platforms: Accelerating the Achievement of the MDGs at the Local Level

Since 1996, UNDP has been supporting the expansion of modern energy services for the poor in West Africa by promoting multifunctional platforms (MFPs). An MFP is based on a simple diesel engine that powers tools and generates electricity. Its functions serve many income-generating purposes and its simplicity make its installation and maintenance easy for rural technicians. By providing a cheap, simple, and robust energy source, MFPs are greatly transforming the lives of the rural poor.

**UNDP’s Role**
UNDP has supported the implementation, replication and expansion of MFPs. Subsequent phases of the project have focused on developing technical capacity in participating countries for initiating, operating, managing, and replicating MFP projects. At the community level, UNDP focuses primarily on economic activities around the platforms and on the development of rural female entrepreneurship.

**Impact**
- Immediate and dramatic change in the lives of rural residents through women’s empowerment, income, education and health
- Due to overwhelming demand, the project has expanded to thousands of villages throughout Benin, Burkina Faso, Gambia, Ghana, Guinea, Guinea Bissau, Madagascar, Niger, Senegal, Sierra Leone and Togo. In Burkina Faso, for instance, the installation of 1,400 new platforms between 2011 and 2015 benefits 2.5 million people, providing energy to 23 percent of the population.
- Self-sustaining: After initial investment, almost all platforms are cash-positive and self-sustaining.
- National governments and regional entities, including the Economic Community of West African States (ECOWAS), have explicitly prioritized access to mechanized power for rural people in their Poverty Reduction Strategies, energy policies and budgetary allocations.

**Elements of Success**
- Demand-driven: A formal request from a village women’s association is a precondition for receiving help in financing and installing an MFP. The association mobilizes the village’s share of the funds needed and manages the platform as a small business enterprise. This gives women a strong incentive to acquire basic literacy and arithmetic skills. The women are taught how to operate the platform, sell the services of its different modules, and keep accounts.
- Pre-installation participatory feasibility studies: The project, coordinated through local administrative offices and supported by local CSOs, conducts pre-installation studies of the business prospects. If there is business potential, the project provides a one-time capital subsidy of about US$2,000 to US$3,000, about 50% of the overall hardware costs. Most MFPs eventually run profitably on a self-sustaining basis.

**IMPLEMENTATION PARTNERS**
*Scale-up of the MLPs for rural energy projects has been supported by local and international partners, including the Bill and Melinda Gates Foundation.*
Bhutan is renowned for its leadership role in environmental protection, and has made tremendous strides in embracing environmental mainstreaming with a specific constitutional obligation on its people to preserve the environment. Yet Bhutan faces challenges in balancing environmental sustainability with reducing poverty, as the vast majority of rural people derive their livelihoods from natural resources. Bhutan’s poverty environment programme, coordinated by the Gross National Happiness Commission, supports the transformation of the planning and budgeting processes to meet the environmental and poverty reduction objectives.

**UNDP’s Role**
UNDP-UNEP Poverty Environment Initiative helped design the initiative and provided catalytic support in facilitating technical advice such as environment-climate-poverty guidelines, tools, indicators, and public environment expenditure reviews, and also resources for policy dialogues, advocacy materials and awareness-raising among government and key actors.

**Impact**
- Two first ever Public Environmental Expenditure Reviews carried out in Bhutan that revealed important trends, catalyzed attention and follow-up action on sustainable environmental investment in relation to the economic importance of the environment.
- Integration of environment-climate-poverty concerns into national & sectoral key results areas of the 11th Plan and in the Local Development Planning Manual.

**Elements of Success**
- Enabling GNHC’s (the apex planning institution) central role in integrating environmental considerations in national and local planning processes has been instrumental in the cross-sectoral and actors dialogue and serious uptake of environmental mainstreaming in agencies.
- Facilitating national ownership for driving the mainstreaming agenda forward and using national capacity and government staff as much as possible for further integration.
- Generating credible and objective evidence through tools such as public expenditure reviews.

**IMPLEMENTATION PARTNERS**
Gross National Happiness Commission, Government of Denmark, AUSAID, UNCDF, FAO, UNEP
This initiative sought to integrate poverty-environment linkages into the Agricultural Development Programme and other relevant sectors and district-level programmes. It made the economic case for investing in environmental and natural resources management as a means to boost growth and food security among decision makers, civil society and the public. It also strengthened coordination mechanisms and explored financing options for sustainable natural resource management, including increasing budget allocations, donor funding, private investment and fiscal measures. Finally, it improved the government’s capacity and systems to integrate poverty-environment linkages into policies and plans, monitor those linkages and manage natural resources sustainably.

**UNDP’s Role**
UNDP-UNEP Poverty Environment Initiative helped design the Malawi Poverty-Environment Initiative and provided catalytic support in facilitating technical aspects such as institutional analysis, economic valuation of natural resource, poverty environment indicators and also process aspects in terms of coordination mechanisms, dialogue, advocacy and awareness-raising.

**Elements of Success**
- Engaging the Ministry of Economic Planning and Development and Ministry of Finance is a key entry point into decision-making on mainstreaming and investing in the environment and natural resource management.
- Bringing evidence to the table on the social and economic costs and benefits of natural resources makes a stronger case and rallies a broader set of actors around mainstreaming and investing in the environment and natural resources.
- Careful planning, proactive relationship-building and dialogue between and among key stakeholders with the active support and involvement of the UNRC facilitates high-level support at Ministerial and Principal Secretary Levels.

**Impact**
- Enhanced awareness and action on the links between poverty, growth and the environment among key decision makers, planners and the media
- Improved ability of the Departments of Fisheries and Forestry to formulate poverty-environment policies and processes, as well as improved relationships and coordination among sectors led by the Ministry of Economic Planning and Development
- Integration of poverty-environment linkages in the Malawi Growth and Development Strategy II (2012-2016), which also paved the way for several policy documents and strategies
- Inclusion of sustainability indicators in the monitoring and evaluation framework of the Agricultural Sector Wide Approach (ASWAP) for the MGDS II, leading to further work to update baseline information for soil loss indicators and nutrient use efficiency
- Government commitment to increase funding for sustainable natural resource management

**IMPLEMENTATION PARTNERS**
Ministry of Economic Planning and Development; Ministry of Finance; Ministry of Lands, Housing and Urban Development; Ministry of Agriculture and Food Security; Ministry of Environment, Ministry of Energy and Mining, Ministry of Local Government and Rural Development; Ministry of Irrigation and Water Development; the Office of the President and Cabinet; and FAO.
Renewable Energy for Rural Livelihood Programme

This programme increased equitable access to energy services for the poor, women and other socially excluded groups by removing barriers that have hindered the wider use of renewable energy resources in rural Nepal. It supported communities to install, operate and manage micro hydro and other renewable energy systems and make productive use of electricity to enhance their livelihood. It also strengthened linkages between financial institutions, market mechanisms and rural livelihoods.

**UNDP’s Role**

UNDP supported the Government of Nepal in promoting decentralized rural energy through an integrated, bottom-up participatory approach. UNDP has helped create enabling policy frameworks, develop local capacity and provide knowledge-based advisory services for expanding access to energy services for the poor. UNDP has also played a catalytic role in increasing access to electricity in remote districts where grid connection was not available or planned in near future.

**Impact**

- 3,150 jobs created for operation and management of MHPs
- Rural Energy Policy formulated by the Government in 2006
- District Energy and Environment Sections established by the Government in all 75 districts to plan and manage rural energy development activities and to provide technical assistance to beneficiary communities
- 42,000 community members trained and 294,602 mobilized into community organizations
- Micro hydropower plants with total capacity of 7.5 megawatts installed in 77,129 households, 9,343 toilet-attached biogas plants installed in 9,343 households, 18,539 improved cooking stoves provided for 18,539 households, and 3,752 solar home systems installed for 3,752 households

**Elements of Success**

- Holistic model that involved beneficiary communities throughout the project to ensure transparency, consensual decision-making and sustainability
- Enabling policies and legislation
- Support of innovations (such as mini-grid) that are widely seen as sustainable solutions for increased electricity demand in the future
- Extensive community mobilization for awareness, institutionalization, productive use of electricity, and community-owned and operated micro hydropower plants
- Special (socially inclusive) provisions for the vulnerable such as the extremely poor, **dalits**, women-headed households and disabled persons

**IMPLEMENTATION PARTNERS**

Alternative Energy Promotion Centre/AEPC under Ministry of Science, Technology and Environment; Ministry of Finance, Ministry of Federal Affairs and Local Development; Federation/Association of District Development Committees; Village Development Committees; World Bank; civil society groups; private sector; local NGOs; community-based organizations
Kingdom of Saudi Arabia

The National Energy Efficiency Programme (NEEP)

This project supported Saudi Arabia, the oil capital of the world to begin its shift to a low-carbon economy through the design and launch of the Saudi Energy Efficiency Center, which functions as a hub for energy policies and measures. Recognized as the flagship energy efficiency initiative in the country, the project also supported the design of action plans for energy efficiency in key sectors like industry and buildings, and a national public awareness campaign on the role of citizens and consumers in achieving MDG 7.

UNDP’s Role
UNDP helped design NEEP to advise the Government on priorities and approaches for achieving greater energy efficiency. It also provided systemic, institutional and human capacity development for low-carbon routes to development.

Impact
- Draft of the first Energy Conservation Law and regulations
- New set of electricity tariffs to incentivize less intense energy use
- New energy labels for key household consumer appliances like air-conditioners
- Increased public awareness on the impact of energy use and the triple benefits of low-carbon approaches

Elements of Success
- Scalability: Following a smaller phase a few years ago, the Government recognized the value of the initiative for achieving national energy efficiency goals and scaled it up for broader national results with expanded government contribution of US $7 million.
- Sustainability: With UNDP’s support, the Government has established the Saudi Energy Centre as a national hub for energy efficiency policies and actions, which is now the main counterpart for UNDP on energy issues.

IMPLEMENTATION PARTNERS
The Saudi Energy Efficiency Center, NEEP also has a multi-partner project board consisting of 10 Ministries and 5 leading private sector partners.
Tajikistan

Poverty-Environment Initiative (PEI)

Only 7% of Tajikistan is considered suitable for economic land use. Agriculture directly employs 60% of the workforce and supports another 20%. Almost half of the population lives in poverty. Increasing pressure on land has led to unsustainable practices, leading to land degradation, which contributes to low agricultural productivity, economic returns and incomes. The Government’s National Development Strategy 2007-2015 and the national Mid-Term Development Strategy 2013-2015 enlisted environmental sustainability as a development priority, but weak implementation has hampered progress. The initiative supports the Government in tackling poverty alleviation and environmental protection by showing that the poverty-environment (P-E) approach can spur enterprises, support new livelihoods and restore ecosystems.

UNDP’s Role
The UNDP-UNEP Poverty-Environment Initiative provided technical guidance and training to build the capacity of government and stakeholders to integrate P-E linkages into planning and budgeting processes. The Initiative supported the development of P-E indicators for national and subnational planning, budgeting, and M&E processes together with the National Statistical Agency. UNDP engaged local authorities to explore business initiatives that could bring profits as well as improve ecosystems.

Elements of Success
- Strong cooperation between the Ministry for Economic Planning and the Environmental Protection Authority helped inform the regional economic plans.
- Participation of community leaders and government representatives in developing P-E mainstreaming guidelines helped district planning officers in integrating P-E issues into their economic planning process.

Results
- P-E mainstreaming has been fully integrated into the methodologies for district development planning, monitoring and budgeting.
- 14 districts in Sughd region have integrated environment and climate sustainability into their development plans and almost 60% of Plans have fully integrated P-E recommendations for relevant sectors.
- The Sughd regional trust fund now supports 65 enterprises to address environmental and poverty reduction criteria. Ten cooperatives now support jobs for women. Two Micro Loan Foundations in the Sughd region adopt the P-E approach in their loan policy and mechanisms and provide ‘green’ loans to women for vegetable growing and selling at markets. For the first time, women are active in local economic activity and do not rely exclusively on remittances.
- Using the capacity and methodology provided with PEI support, the Ministry of Economic Development and Trade replicated the PE mainstreaming approach in 6 districts and 4 municipalities.
- The State Statistics Agency is revising and upgrading its electronic database to include P-E indicators in all 14 pilot District Development Plans. 18 of 37 indicators are P-E.
- Environmental sustainability has been included in the revised Sughd Region Development Strategy 2010-2015.
- Training modules on P-E mainstreaming have been adopted by the Institute of Civil Servants Training and included in the national curriculum.

IMPLEMENTATION PARTNERS
Ministry of Economic Development and Trade; Sughd Regional Government with 14 district-level working groups composed of regional authorities, civil society and the private sector; GIZ and DFID within the Rural Growth Programme; UNDP; UNEP.
Lack of access to electricity in rural communities in Tajikistan hampers their economic development and poverty reduction. Through the application of the Integrated Rural Development (IRD) methodology, this project aims at better utilization of the abundant hydropower resources as a viable solution to existing electricity needs and as a driver for area-based development (e.g., by addressing issues such as access to water, irrigation, employment, education and environment). Mini-hydropower stations supported by the project provide electricity to schools, hospitals and kindergartens and create jobs, e.g., in agriculture and food processing. Capacity development of local organizations is an additional objective.

**UNDP’s Role**
UNDP has provided support to the legal and policy frameworks for the use of renewable energy and has been instrumental in piloting the IRD model in the community of Jamoat Burunov. Building on its expertise and experience in the design and implementation of pilot projects, UNDP promotes scaling up of integrated rural development projects throughout the country.

**Impact**
- Improved livelihoods for 22,150+ people, including for 11,670 women and girls
- Hydroelectricity supplied to 60 households, a hospital, a mini dairy shop, a school (700 pupils) and a kindergarten (80 children)
- Enhanced income-generation opportunities
- Lessened burden of fetching water and collecting firewood for women and children
- Identification of the pilot project in Jamoat B. Burunov community as a scaling-up model for poverty reduction and economic development in rural areas

**Elements of Success**
- Expertise in design and implementation of pilot projects as well as in scaling-up of proven interventions
- Integrated approach that addresses several development challenges in a given geographic location
- Linkages to the country’s Poverty Reduction Strategy III and National Development Strategy, which have strong focus on promoting the use of Tajikistan’s hydropower for poverty reduction, development and building environmental resilience

**IMPLEMENTATION PARTNERS**
Ministry of Energy and Industry, local authorities, local communities
United Republic of Tanzania

Tanzania Poverty-Environment Initiative Phase II - Integrating environment into National Strategy for Growth and Reduction of Poverty (NSGRP) 2007-2010

The UNDP-UNEP Poverty-Environment Initiative supported national institutions, including the Vice President’s Office, in designing and implementing pro-poor growth interventions that contribute to the achievement of MDGs by providing technical support on undertaking integrated ecosystem assessments, enhancing budgeting and developing poverty-environment indicators to be included in monitoring systems. PEI also provided resources for policy dialogues, advocacy and awareness-raising on P-E issues among government and key national actors.

**UNDP’s Role**

UNDP-UNEP Poverty Environment Initiative helped design the Initiative and provided catalytic support in facilitating technical advice such as integrated ecosystem assessments, programme design, budgeting and poverty-environment indicators as well as resources for policy dialogue, advocacy and awareness-raising among government and key actors.

**Elements of Success**

- Engaging key partners, actors and sectors (including the Executive Offices, Planning Commission and Ministry of Finance) in policy dialogue from the start provides a crucial entry point to decision-making, building momentum and creating national ownership.
- The economic case for investing in environment and natural resources is vital for rallying a broader set of actors, including the media, around mainstreaming and increased investments.
- Sustained efforts for the provision of long-term capacity development are vital to progress from policy commitments to action on institutional changes, to improved implementation and effective monitoring of joint outcomes.

**IMPACT**

- Integration of environment into Tanzania’s NSGRP 2007-2010
- 800% increase in budget for the Division of Environment in Tanzania
- Integration of key poverty-environment linkages into the newly designed Poverty Monitoring System in Tanzania

**IMPLEMENTATION PARTNERS**

President’s Office, Planning Commission, Ministry of Finance, Prime Minister’s Office/Regional Administration and Local Government, National Bureau of Statistics and Vice President’s Office, University of Dar es Salaam’s and Environment for Development Initiative, the Economic and Social Research Foundation, and Research for Poverty Alleviation (REPOA), UNDP, UNEP
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