



**UNITED NATIONS  
DEVELOPMENT PROGRAMME  
ANNUAL REPORT 2021**

## Foreword

# Development never stops.

The world descended into multiple crises in 2021. The climate emergency escalated. Social unrest and conflict flared. Inequalities deepened as COVID-19 continued to devastate lives and diminish economies, plunging millions more into poverty.

Human choices caused most of these crises. But human actions can resolve them. The COVID-19 vaccines are proof that even the most complex challenges are not insurmountable when we are willing to come together. We saw just how quickly years of development gains could be erased, but we also saw how countries' social protection and fiscal injections helped stop the slide. And as the climate emergency rang alarm bells across the world, we saw countries and businesses moving together towards making more ambitious cuts in greenhouse gas emissions.

The past 12 months have tested UNDP's ability to respond in an era buffeted by rapid change. In the pages that follow, I invite you to explore what I saw in 2021—a UNDP working hard to deliver on the promises that we made, despite the difficulties faced—a UNDP that is now more agile, efficient, innovative, resilient and able to solve difficult and complex global development problems.

This *UNDP Annual Report* provides a snapshot of the results we achieved together with countries and communities over the last 12 months, the final year of our four-year Strategic Plan. It considers the role we played in responding to some of the most intractable development problems of our time, including the COVID crisis, during which we helped 82 countries adopt vaccine registration and beneficiary tracking systems, supported the recruitment of 32,000 new health care workers, and protected nearly 1 million jobs. Our work in Afghanistan, the Sahel and Iraq are examples of how transformations can take root even in the midst of crisis and fragility. And our Climate Promise supported 84% of all developing countries' Nationally Determined Contributions ahead of the climate Conference of the Parties (COP) in Glasgow, with real ambition demonstrated by those developing countries on the front lines.



Behind each of these results are the stories of millions of people that we work with and support every day. Some of them are highlighted in this report, including voters in Liberia, whom UNDP supported through security, tactile ballots for the visually impaired, and mobile voter identification systems; and the residents of Chullpia, Peru, whose lives improved thanks to inventor Juansergio Castro and his floating solar panels that provide enough energy to fill up local reservoirs.

When I look at what we, together, have achieved, I am motivated and hopeful—and grateful to all our partners, donors, United Nations sister agencies and the 20,000 UNDP personnel across the world that have made all this possible. Looking ahead, we remain committed to building a *#FutureSmartUNDP* dedicated to helping create a world that is more equal and more just, with societies that don't just survive, but can truly flourish and thrive. I hope this snapshot of UNDP's work over the last year encourages you to join us in that journey.

## Neither do we.



Photo: Gary Wright

**Achim Steiner**  
Administrator  
United Nations  
Development Programme

# UNDP for the world

With our support, millions of people improved their lives in 2021.



**71 million people**  
in 36 countries  
gained access to essential  
services (2018–2021)



**88%**  
of performance indicators  
were met by UNDP on gender  
equality and women's  
empowerment  
(as part of UN System-wide  
Action Plan 2.0)



**81 countries**  
implemented policies based  
on COVID-19 socio-economic  
impact assessments  
(with UNDS)



Nearly  
**1 million jobs  
protected**  
by labour-market measures



**US\$1.6 billion**  
raised by UNDP to help  
countries respond to and  
recover from COVID-19



**3 million people**  
benefited from jobs and  
improved livelihoods  
in crisis or post-crisis  
settings in 29 countries,  
47% being women



**43 countries**  
supported to address  
gender-based  
violence



**82 countries**  
adopted over 580 digital  
solutions for e-commerce,  
e-governance and more



With Climate Promise support,  
**92 of 120 countries**  
submitted revised national  
climate action plans



**26 countries**  
supported to implement  
national action plans to  
address radicalization



**2.4 million rural  
households**  
in 33 countries benefited  
from clean, affordable and  
sustainable energy



**38 million  
new voters**  
registered in 30 countries,  
80% being women  
(2018–2021)



UNDP's Accelerator Labs  
Network reached  
**115 countries**  
through 91 locations



**750,000 women**  
in 15 countries gained access to  
recovery programmes



**US\$3.8 billion**  
mobilized in innovative  
SDG bonds

# SDGs by 2030

What we must do to succeed

UNDP's ability to help countries achieve the Sustainable Development Goals (SDGs) has been tested harder than ever. Poverty is rising for the first time in a generation as a result of COVID-19. The inequalities are stark. To bend the multiple curves of the pandemic, and continue a systemic push towards reduced poverty and greater equality, countries and communities need access to vaccines and access to finance.

Our evidence also shows that a united push to meet the SDGs can bring us back on course. UNDP, as part of the international community, needs to help ensure that the world:

- transitions to a recovery from COVID-19 that makes the world more equal, not less equal;
- enables transformation to take root even in the midst of conflict, crisis and fragility;
- prepares more intentionally for a decarbonized and digital future.

Access to finance and vaccine equity is the key to socio-economic recovery in low- and lower-middle-income countries. Recognizing that “no one is safe until everyone is safe”, UNDP is working with the World Health Organization (WHO), the United Nations Children's Fund (UNICEF) and other partners on the ground to help realize the WHO targets of vaccinating at least 70% of the global population against COVID-19 in 2022.



Since 2018, UNDP has worked with **100 countries to integrate the SDGs** into their national and subnational development plans



UNDP's COVID-19 response reached **\$1.6B**

# Strategic Plan review

Results and outcomes 2018–2021

Over the past four years, UNDP delivered for millions of people and for countries in every part of the world, a fitting conclusion to the Strategic Plan. Transformative changes were strongly evident across the plan's three development settings (below) and six signature solutions (pages 14–25), as indicated by the following cumulative results.



## Eradicating poverty

UNDP assisted 71 million people in 36 countries in obtaining services essential to well-being and dignity, such as water, housing and health care. In 25 countries, 40 million people gained access to financial services.



## Supporting the growth of stronger, fairer economies

With our support, 38 million new voters in 30 countries registered to vote, 80% of whom were women. In 34 countries, 32 million people realized their legal rights and protections through improved access to justice.



## Strengthening resilience to shocks and crisis

During the plan, over 750,000 women in 15 countries benefited from recovery programmes to rebuild assets and regain livelihoods, strengthening capacities to manage future crises in the process. In 2021, 3 million displaced people in 13 countries benefited from durable solutions aimed at lasting security, freedom of movement and well-being.

## Greater investments, where it matters most

Over 2018–2021, UNDP spent \$18.3B of its programme resources, or 94.4% of the total planned programme expenditure. In 2021 alone, UNDP spent \$4.8B of its programme resources, the highest level over the last two Strategic Plan periods (2014–2017 and 2018–2021). This enabled us to deliver against all three development settings.



# 21 achievements

## The making of #NextGenUNDP

In 2018, UNDP gave itself four years to become a “next generation” organization. These facts and figures illustrate how we did it, by changing the way we think, invest, manage and deliver.

- We invested** in new programmes, people, partnerships and operational systems, helping UNDP become more agile and effective
- We created** an improved line of work with the Crisis Bureau, making it possible to offer a more coherent, rapid response. 9 of the 10 largest UNDP country programmes are in crisis settings
- We helped** countries reconfigure development finance through Integrated National Financing Frameworks (INFFs) to improve the quality, amount and reach of public funds
- We rolled out** a long-term vision of a world in which digital is an empowering force for people and planet, with more inclusive, ethical and sustainable societies (through UNDP’s first Digital Strategy, 2022–2025)
- We educated** our own workforce with fit-for-purpose digital systems, processes, tools and data
- We ranked** as the most transparent UN agency, and the third most transparent development organization in the world (by The International Aid Transparency Index)
- We formed** the Global Policy Network (GPN), connecting 8,800+ UNDP colleagues, plus 5,000+ vetted development professionals across 110 areas of expertise, ready to support UNDP at the country level
- We guided** support for countries to accelerate gender equality (UNDP’s Gender Equality Strategy 2022–2025)
- We shifted** the mindset from projects to portfolios, and from experimentation to transformation and scale (through our Accelerator Labs Network)
- We reached** \$4.8B in programme expenditure in 2021, the highest in over a decade (over 87% of our revenue), to deliver across our three development settings

- We grew** into 21,000 people, working together across 170 countries and territories
- We maintained** a 50:50 gender parity across all UNDP staff, including senior managers in country offices
- We achieved** 99% of UNDP’s four-year funding target, mobilizing \$20.7B in development finance for programme countries
- We balanced** our budget for the 5<sup>th</sup> year in a row
- We received** a 16<sup>th</sup> consecutive unqualified (clean) audit opinion, from the United Nations Board of Auditors for the year ending 2020
- We doubled** our cost sharing to the United Nations Resident Coordinator (RC) system
- We reduced** our electricity carbon footprint by 8% through the Greening UNDP Moonshot initiative, saving the organization \$600,000 a year
- We invested** in stronger risk management mechanisms and due diligence processes
- We established** the SparkBlue knowledge platform as a go-to for UN staff to connect with each other and external experts
- We capitalized** on the much-needed shifts in data collection arising from digitalization (Data Strategy 2022–2025)
- We supported** staff payments across 50 different UN entities through UNDP’s payroll services

# Where people want to work

People for 2030 is our highly ambitious and comprehensive effort to overhaul UNDP's people management capabilities and systems, thereby helping to transform UNDP into the leading development organization for the 21<sup>st</sup> Century.

Our commitment to people management and leadership includes creating a safe and inclusive work environment with opportunities for everyone to grow and develop. Tackling all forms of discrimination and harassment, including racism and sexual misconduct—both for our own personnel and the people that we serve—remains the highest priority for UNDP.

Of the recommendations set out in People for 2030, 95% were implemented by the end of 2021, including new policies and programmes to target top talent, increase workforce diversity, and address any gaps and weaknesses.

# PEOPLE FOR 2030

“ UNDP is an organization where people can grow! ”

— *Hawa Aw, UNDP Senegal*



Global Staff Survey (GSS):

**86% of staff** said they are “inspired and excited to work at UNDP”



Awarded the **second-highest Economic Dividends for Gender Equality (EDGE)** certification for our significant progress in **gender equality in the workplace**. We are one of only two UN agencies, alongside UNICEF, to achieve this distinction.



Introduced our **first ever graduate programme** with high-potential young candidates from the least represented programme countries, indigenous peoples and less privileged socio-economic backgrounds.

The programme won the **Innovation in Recruitment Award 2021** at the International Organizations Career Development Roundtable.



Our **2021 African Young Women Leaders Fellowship Programme** graduated 21 young women from 20 African countries, with the second cohort attracting 7,000+ new applicants.



The **UNDP-United Nations Volunteer programme (UNV) Talent Programme for Young Professionals with Disabilities** gave recruits the opportunity to gain valuable experience. Many more were deployed with UNDP through mainstream UNV channels.

# Leading the way

2021 was a notable year for UNDP's global leadership team, with Achim Steiner appointed for a second term as Administrator, as well as a few new faces completing our executive management roster.



**Achim Steiner**  
Administrator



**Usha Rao-Monari**  
Associate Administrator



**Khalida Bouzar**  
Regional Bureau for Arab States



**Angelique M. Crumbly**  
Bureau for Management Services



**Mirjana Spoljaric Egger**  
Regional Bureau for Europe and the Commonwealth of Independent States



**Ahunna Eziakonwa**  
Regional Bureau for Africa



**Luis Felipe López-Calva**  
Regional Bureau for Latin America and the Caribbean



**Ulrika Modéer**  
Bureau of External Relations and Advocacy



**Asako Okai**  
Crisis Bureau



**Kanni Wignaraja**  
Regional Bureau for Asia and the Pacific



**Haoliang Xu**  
Bureau for Policy and Programme Support

# Strategic Plan 2022–2025

Development is changing. So are we.

In the four years of our new Strategic Plan, UNDP will work with countries to make a difference to millions of lives.

## A shared ambition for a better world

Through our programmes and advocacy, and close partnerships within and beyond the UN system, we are striving towards these ambitious joint goals:



Helping  
**100 million people**  
to escape multidimensional poverty



Supporting  
**500 million people**  
to gain access to clean energy



Supporting  
**800 million people**  
to participate in elections, many for the first time

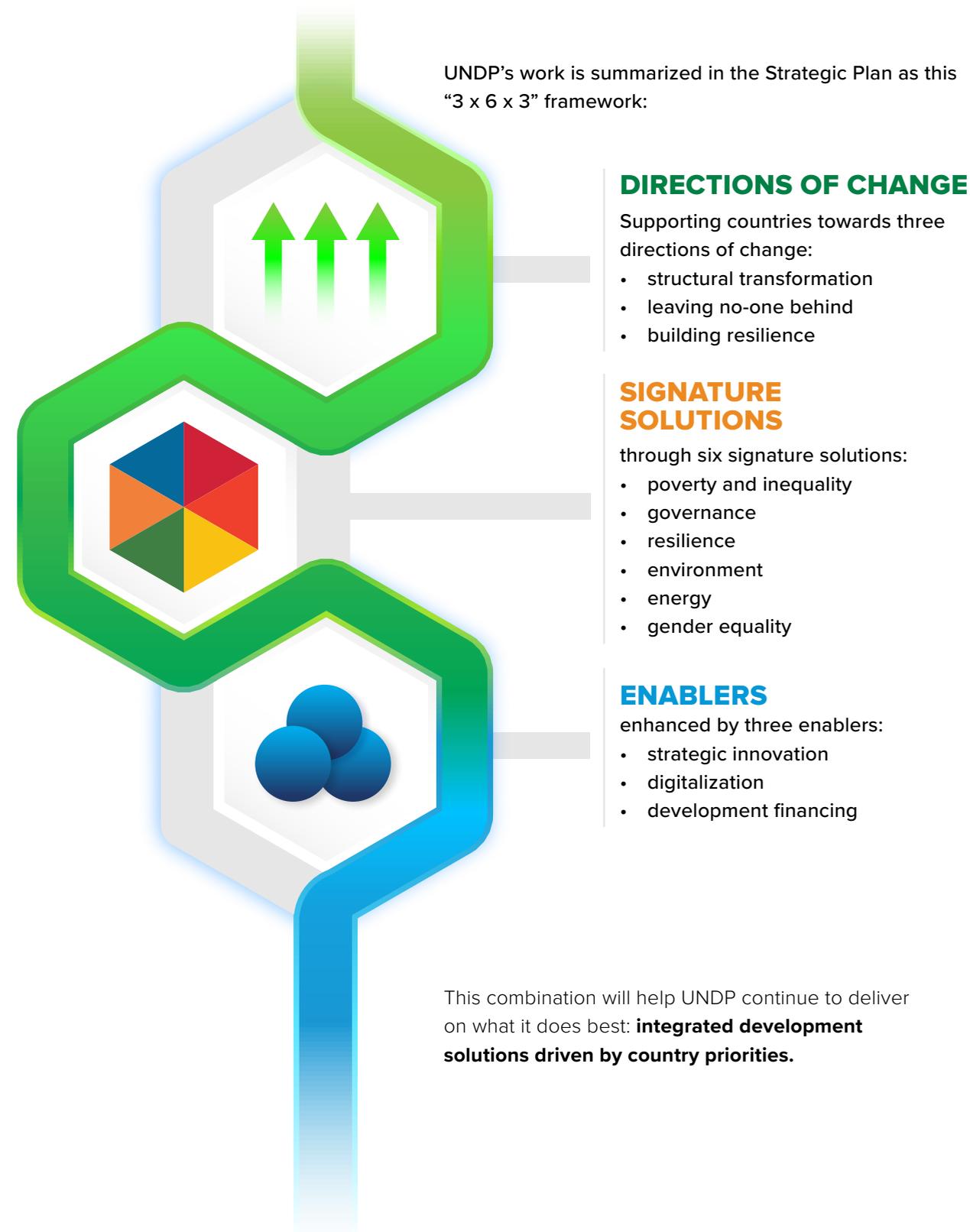


Promoting  
**over \$1 trillion**  
of public expenditure and private capital investment in the SDGs

Our Strategic Plan puts out a \$1 trillion moonshot, part of our commitment to play a catalytic role in promoting the alignment of existing public and private sector resources with the SDGs. We are already innovating to this end. In December 2021, for example, UNDP launched two new SDG Investor Maps with over 30 investment opportunities in Djibouti and Namibia. Mexico's SDG bonds, supported by UNDP, returned to the market in 2021 with a \$1.38B offering, while the New Development Bank in China issued a \$750M Goal-linked bond, with UNDP support. UNDP also launched a new Insurance and Risk Finance Facility to work with industry and governments in at least 50 countries over the next four years. The Facility is already working with over 20 countries, including Algeria, Colombia, Ghana, India, Indonesia and Uzbekistan.

As we move forward with the Plan, UNDP's work can be summarized as a "3 x 6 x 3" framework—three directions of change, six signature solutions and three enablers—as we progress ever closer to the completion of Agenda 2030. Building on UNDP's 50 years of development experience across 170 countries, this flexible framework allows us to focus and prioritize where country demands are greatest. By leveraging and growing our partnerships on the global, regional and local levels, we aim to expand people's choices for a fairer, sustainable future.

UNDP's work is summarized in the Strategic Plan as this "3 x 6 x 3" framework:



SIGNATURE SOLUTION: POVERTY

# ZERO POVERTY BEFORE CRYPTO-TRILLIONAIRES

Tackling inequality of opportunities by investing in the enhanced capabilities people need to move above the poverty line and keep moving forwards.

Multidimensional poverty, exacerbated by the pandemic, has put years of human development progress at risk. But despite current challenges, UNDP has scaled up efforts to support countries and communities to reduce inequality, realize a job-rich recovery and eradicate poverty in all its forms. The results increasingly reflect UNDP's accelerated commitment to innovation, digitalization and partnerships, and new approach to development finance.

Digitalization is now at the forefront of UNDP support for livelihoods and income security. Meanwhile, the digitalization of social assistance makes the system not only more inclusive but also more shock-responsive and resilient. In Malaysia, the new five-year plan covers core issues such as green growth, social protection, lower emissions, ecological conservation, jobs and the digital economy. In Kenya, UNDP helped establish a registrar's office in the Medium and Small Enterprises Authority and provided digital tools to support the formalization of 12,185 firms. In India, training on financial and digital literacy and support in making market links helped 31,000 artisans, farmers and microentrepreneurs boost income on average by 19%.

In 2021, UNDP unleashed an array of development finance innovations, helping countries identify opportunities, develop new financing tools and strike new partnerships. With UNDP support, Uzbekistan became the

first country in its region to issue a sovereign bond for the SDGs. Also with UNDP support, Indonesia issued its first sovereign SDG bond for \$551M to support social protection, health and education. Rwanda's Development Bank issued its first green bond to inject \$50M into renewable energy, clean transportation, sustainable water, waste management and biodiversity conservation. In Mauritania, UNDP helped institutionalize *zakat* or Islamic finance, enhancing regulations to steer this source of funds more systematically towards the SDGs.

UNDP is ready to help the world leave multidimensional poverty behind for good by 2030—hopefully, before we see the first crypto-trillionaire.



**81 COUNTRIES**  
implemented policies based on COVID-19 socio-economic impact assessments (with UNDS)



Digitalization improved the delivery of **\$1.4 BILLION** in social protection to over **27 MILLION PEOPLE**



**40 MILLION PEOPLE**  
in 25 countries gained access to financial services, improving lives and economies (2018–2021)



UN partners with whom we worked most frequently on poverty and inequality in 2021



An elderly woman in Kurendhoo Island in Lhaviyani Atoll, Maldives. UNDP has been in the country for more than 40 years, helping to achieve the eradication of poverty and reduction of inequalities. Photo: Ashwa Faheem/UNDP Maldives

## SIGNATURE SOLUTION: GOVERNANCE

# GOOD GOVERNANCE BEFORE UNJUST SOCIETIES

Helping countries address emerging complexities by “future-proofing” governance systems through anticipatory approaches and better management of risk.

As multiple shocks disrupted and weakened governments and broader societies in 2021, UNDP maintained its critical investments in governance systems, with heightened emphasis on those needed to underpin peaceful, just and inclusive societies. Recognizing that there are diverse paths to effective and accountable governance, we worked closely with national and local institutions and civil society to develop solutions. Across its activities, UNDP pushed for the meaningful participation and leadership of women, youth and indigenous peoples.

In 2021, UNDP helped amend laws in Malawi to clarify election administration and build trust in fair polling. Meanwhile, Honduras was able to effectively manage inclusive elections despite significant political polarization. In Moldova, updated election security systems proved resilient to cyberattacks, over 420,000 people accessed real-time data on voter turnout and women candidates contributed to a historically high share of 40% in the new legislature.

With the COVID-19 pandemic dramatically accelerating the shift to digital services, UNDP supported a host of new applications to improve service access and quality. Botswana digitalized eight government services, from improving driver’s license applications to claiming land rights—now all accessible online or via an app.

In 2021, UNDP launched the Digital X Scale Accelerator, including a mobile app that provides information on government services for rural women in India, and a platform to share geospatial data on renewable energy in Africa and across Small Island Developing States.

UNDP efforts to ease social tensions and deepen democracy also built on support for promoting and protecting human rights, including through better functioning justice, security and human rights institutions. In Cameroon, UNDP collaborated with human rights defenders to record more than 500 cases of abuse by State actors, one of the known drivers of violent extremism. This contributed to policy change and a 17% reduction in incidences of terrorism.

Corruption weakens the social fabric. But technology and innovation, such as digital monitoring to stop illegal environmental activities in Sri Lanka, and reforming public procurement in Nigeria, are fighting back against corrupt practices.

With UNDP support in Nauru, new legislation has ensured parliamentary independence, while local governments are taking steps to improve procurement, tax collection and the timely delivery of services.

To conclude, with UNDP support, good governance progressed in many parts of the world in 2021.



Nearly  
**50 COUNTRIES**  
received anti-corruption support



**34,000 PEOPLE**  
in 14 conflict-affected countries received access to justice and services, nearly 90% being women and girls

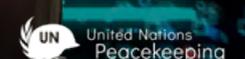


**32 MILLION**  
people in 34 countries gained access to justice (2018–2021)



UN partners with whom we worked most frequently on governance in 2021

UNDP has assisted the National Elections Commission (NEC) in Liberia since 2010, which culminated in a successful presidential election. Some of the support included security, tactile ballots for the visually impaired, and mobile voter identification systems.  
Photo: UNDP Liberia



**SIGNATURE SOLUTION: RESILIENCE**

# STRONGER RESILIENCE

## BEFORE SPIRALING ADVERSITY

Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics.

Risks grew exponentially in 2021, and not just from COVID-19. Armed conflicts, disasters, coups, climate insecurity and violent extremism all flared during the year. Social cohesion deteriorated. Amid the sheer volume of crises, UNDP focused on a human security perspective, connecting actions to protect people and manage risks.

UNDP is seeding transformative changes to hasten and sustain recovery from conflict, crisis and fragility. In Iraq, 285 projects rehabilitated schools, electrical grids, health facilities, housing, roads and bridges, and water and sanitation services. Close engagement with civil society and communities helped resolve conflicts and define priorities for recovery. UNDP provided critical services to help reintegrate displaced people perceived to have had family ties to the Islamic State in Iraq and the Levant (ISIL), including mental health and psychosocial support.

UNDP is the largest contributor to UN efforts on the prevention of violent extremism. In Malaysia and the Philippines, grass-roots peacebuilding organizations led by women and youth now work alongside senior government officials on national policies to prevent extremism.

Technology continues to drive our work. Online data and artificial intelligence can detect where people are most at risk, whether from climate insecurity or refugee crises, failed peace processes or youth exclusion. The UNDP-supported Bangladesh Peace

Observatory has pioneered the rapid analysis of millions of data points from official crime statistics and online postings to flag triggers of extremism. The Crisis Risk Dashboard was built as a tool for data aggregation and visualization to support risk analysis conducted by UNDP and the wider UN system.

Sustained UNDP investment in Niger has generated significant changes in strategic disaster management. Government officials are equipped to systematically evaluate post-disaster needs in a country highly vulnerable to climate change, and to rapidly launch recovery plans. In tandem, UNDP has helped build the resilience of rural communities through better management of natural resources, access to energy and improved livelihoods, particularly for young people. Haiti was better prepared for its 2021 earthquake through UNDP support to develop systems for coordination and management. This allowed a rapid assessment of needs and a tailored recovery plan.

If our work in 2021 proves one thing, it's that even when adversity is high, strong resilience remains our best hope for the future.



**16 MILLION PEOPLE**  
in Iraq were supported to improve their lives



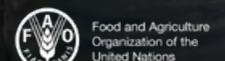
**1.2 MILLION PEOPLE**  
in Mali had a new early warning system to provide protection from flooding risks



**3 MILLION**  
displaced people in 13 countries benefited from lasting security, freedom of movement and well-being



UN partners with whom we worked most frequently on resilience in 2021



Students pose for a picture at Al Mansour Primary School for Boys in West Mosul, Iraq, where UNDP-supported cash-for-work teams repair school desks and paint murals.  
Photo: UNDP Iraq/Claire Thomas

**SIGNATURE SOLUTION: ENVIRONMENT**

# CLIMATE ACTION BEFORE SELF-DESTRUCTION

Putting nature and the environment at the heart of national economies and planning; helping governments protect, manage and value their natural assets.

2021 exposed the sheer depth of our planetary crisis, sparking major global talks on climate action and biodiversity. UNDP was in full support of these actions, having made steady investments in climate and environment programmes. More than ever before, we helped governments put nature at the heart of plans for their economies and societies, while also pulling in a broader constituency from business and the public to play equally important roles.

The expectation leading up to the review of the Paris Climate Agreement was that countries would issue more ambitious Nationally Determined Contributions (NDCs). UNDP's Climate Promise is the world's largest source of support for these climate action plans, combining the expertise of over 35 partners, including leading UN development organizations, the World Bank and the International Labour Organization (ILO). By the end of 2021, over 90% of 120 Climate Promise countries had increased climate mitigation goals in their NDCs and over 95% had raised their ambitions on climate adaptation.

In Timor-Leste, UNDP supported the Government in establishing a comprehensive national policy framework to align with a slew of international agreements on environment and climate. New plans and policies have spelled out actions to curb and adapt to climate change, diminish pollution and protect ecosystems.

We also saw the world's largest-ever private funding commitment to biodiversity conservation, aimed at protecting and preserving 30% of the planet by the end of the current decade. The Taskforce on Nature-related Financial Disclosures, co-funded by UNDP, aims to steer massive flows of global finance towards "nature-positive" investments.

UNDP is working with the United Nations Environment Programme (UNEP) and the Food and Agriculture Organization of the United Nations (FAO) to set a new agenda for "repurposing" harmful agricultural subsidies. Billions of dollars in savings could jump-start the transformation of food systems, and 27 countries are now developing plans for repurposing subsidies.

COVID-19 fallout is threatening severe debt distress that could derail actions on nature and the climate. UNDP has supported over a dozen countries to consolidate debt and channel savings to investment in climate action and nature-based solutions.

The direction of this signature solution remains clear: we must take care of our planet.



**40 COUNTRIES**  
supported to finance action on biodiversity decline



**127,000 FARMERS**  
in Bhutan benefited from climate-resilient technology and techniques



**62 COUNTRIES**  
sustainably managed 30 million acres of forest (2018–2021)



UN partners with whom we worked most frequently on the environment in 2021



Food and Agriculture Organization of the United Nations



World Health Organization

Over 330 students, women champions, government officials, members of non-governmental organizations (NGOs) and community members gathered in an effort to plant 3,000 mangroves and conserve Cambodia's coastline.  
Photo: UNDP Cambodia/Manuth Buth

**SIGNATURE SOLUTION: ENERGY**

# SUSTAINABLE ENERGY

## BEFORE FINITE FUELS

Increasing energy access for those furthest behind and accelerating the transition to renewable energy.

2021 was a pivotal year for UNDP's work on energy as it moved beyond a long-standing emphasis on energy access, in order to forge stronger links between energy and a spectrum of development issues. The first United Nations global summit on energy in 40 years, orchestrated with UNDP support through its partnership with Sustainable Energy for All, spurred global momentum.

UNDP set up a Sustainable Energy Hub to systematically support countries in transforming energy systems in ways that deliver on multiple development goals, from livelihoods to health and education, and towards economies that are greener, more inclusive and more just.

Flagship programmes such as Solar for Health geared up, delivering reliable electricity through solar energy to over 1,000 health centres and medical storage facilities in 15 countries. We also set up the Energy Access and Green Productive Use of Electricity Financing Facility, with potential to leverage over \$1B in private sector investments.

UNDP is helping countries at diverse stages of development to adopt clean energy supplies. The Fossil Fuel Reform simulator explores country-level data to understand the implications of subsidies and how they could instead be used to finance different development priorities.

With UNDP support, Mauritius is committed to drawing 60% of energy needs from green sources by 2030 and totally phasing out coal. We have already helped introduce new technology that stores renewable energy and ensures a reliable supply feeds into the electrical grid.

Bahrain has achieved 95% of a national renewable energy target and 90% of an energy efficiency target by tapping UNDP support in crafting policies on green buildings, electric vehicles and incentives for renewable energy providers. With UNDP's support, China has taken strides towards applying promising fuel cell technologies that burn hydrogen instead of oil and gas. Furthermore, introducing hydrogen fuel to energy-intensive steel production is a promising start in curbing the industry's major contributions to greenhouse gas emissions.

This is all strong evidence that the world can decarbonize its future.



**18 COUNTRIES**  
joined UNDP's Africa Minigrids Programme for energy access



**\$600 BILLION**  
commitment from governments and businesses to invest in universal, sustainable energy



**500 MILLION**  
people targeted to gain access to clean energy by 2025



To combat the effects of climate change on the depleted farming region of Chullpía, Peru, local inventor Juansergio Castro found a solution: floating solar panels that provide energy for an engine to fill up reservoirs. The water is used to irrigate nearby pasture, improving the lives of residents.  
Photo: UNDP Peru/Maria Paz Gonzales

UN partners with whom we worked most frequently on energy in 2021



Food and Agriculture Organization of the United Nations



World Food Programme



environment programme

**SIGNATURE SOLUTION: GENDER**

# GENDER EQUALITY BEFORE THE NEXT GENERATION

Confronting the structural obstacles to gender equality and strengthening women's economic empowerment and leadership.

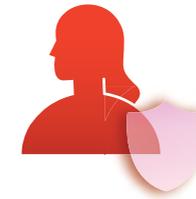
The COVID-19 pandemic has exposed systemic gender discrimination. With less secure jobs, women were pushed out of labour markets at higher rates than men. Levels of gender-based violence soared. Making a difficult situation worse, many governments pursued gender-blind policy measures for pandemic recovery. The UNDP-UN Women COVID-19 Global Gender Response Tracker told this story, revealing that less than 20% of policy measures addressed women's economic insecurity and unfair burden of unpaid care, even though both are critical to women's ability to recover.

This has strengthened UNDP's commitment to accelerate the dismantling of structural barriers to gender equality, now a principal direction in our 2022–2025 Gender Equality Strategy. This means the empowerment and equality of women as individuals, and the transformation of social norms, laws, policies and institutions so they uphold women's rights and hopes for progress.

Peru put in place a framework for developing a national care system to ensure women gain the basics of decent work, social protection and essential services. Argentina is building a more comprehensive care system with a change in municipal regulations, prioritizing care as a human right.

UNDP helped to improve legal frameworks and policies offering lasting protection in 96 countries. Through the European Union-UN Spotlight Initiative, UNDP helped mobilize parliamentarians in nine countries to draft or strengthen 84 laws promising a tougher response to gender-based violence. Reforms to the federal penal code in Mexico for the first time covered digital and media violence against women. The Parliament of Papua New Guinea approved the first dedicated budget allocation to the national strategy to respond to gender-based violence. Kyrgyzstan also incorporated provisions to address gender-based violence in its tax code.

As long as there are more gender gaps closing than opening, there will be a gender-equality generation in the future.



**73 COUNTRIES**  
supported to make social protection gender-responsive



**3,700 WOMEN-OWNED**  
microenterprises in Uganda gained skills and tools to recover and thrive after COVID-19



**96 COUNTRIES**  
supported to address gender-based violence that arose during COVID-19



UN partners with whom we worked most frequently on gender in 2021

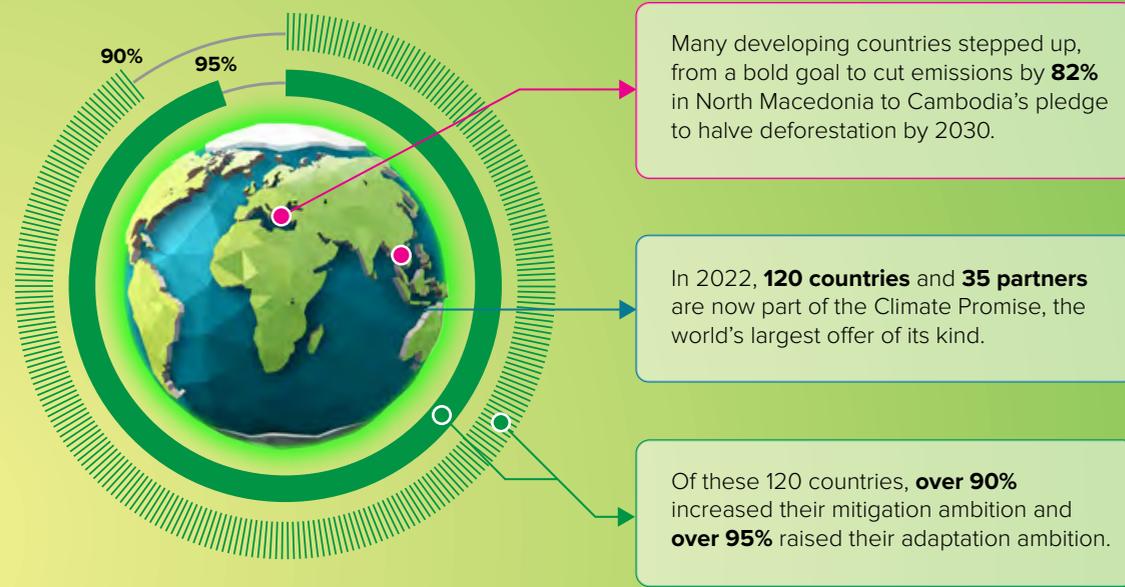


Refugees waiting consultation at Ali Addeh Health Centre in Djibouti. Since 2000, UNDP has made gender equality central to its work in the country.  
Photo: UNDP Djibouti/Aurélia Rusek

# Climate Promise

Helping countries reach their climate goals

The Climate Promise is UNDP's response to the climate crisis, linking the combined expertise of over 35 partners. Ahead of COP26 in Glasgow, it supported 84% of all Nationally Determined Contributions submitted by developing countries.



As we look towards COP27 in Sharm el Sheikh, we are focusing on how we can work with our partners to turn climate pledges into impact. The next phase of the Climate Promise will leverage Nationally Determined Contributions as sovereign investment plans for sustainable development, including for co-benefits towards poverty reduction, education and peace.



## Peoples' Climate Vote

With 1.2 million respondents, this was the largest survey of public opinion on climate change ever conducted, and helped policymakers to understand public priorities for tackling the climate crisis. Published by UNDP in 2021.



## Dear World Leaders

UNDP launched Dear World Leaders at COP26 to enable people around the world to send messages to leaders about the climate crisis. [dearworldleaders.org](http://dearworldleaders.org)

# How safe is everyone?

Special report: *New threats to human security in the Anthropocene*

The Anthropocene—the “age of humans”—has placed our planet in a perilous position. Humanity's very future depends on countries and communities working together as a global family to reach common goals. Only then can we achieve a positive pathway towards freedom from want, fear and indignity.

This report stresses that insecurity is strongly associated with low interpersonal trust, whereby something is “not right” in the way we see, interact and cooperate with each other. We need to rebuild the broken trust between people across our societies if we are to be able to tackle challenges like climate change. Advancing human security offers a road to the restoration of trust.

In this era, we need to consider the interdependence not just between people, but between people and planet. In fact, this new security lens must be prioritized, because the unifying factor in the challenges we face is their disregard for geographical borders and nation states.

Multiple threats from COVID-19, digital technology, climate change and social inequalities have emerged, become more prominent or taken new forms in recent years. The report argues that human security can help to illuminate these development blind spots.

It's time to redefine what human progress actually means, empowering all countries and communities to play their part in the future of human development and a more secure planet. We must pay more attention to the security of our neighbours if we are to tackle the interconnected threats we all now face.



# Private sector partnerships

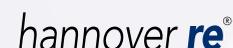
Each collaboration makes a difference

2021 saw significant strategic private sector engagement in pursuing the SDGs, as we continued to develop new partnerships for existing initiatives, including:

## Insurance and Risk Finance Facility

Transforming how countries finance risk management, climate action and development by working closely with industry and governments.

The Tripartite Agreement between Germany's Federal Ministry for Economic Cooperation and Development (BMZ), UNDP and the Insurance Development Forum (IDF), with 10 of the world's largest insurance companies:



Industry partners offer up to **\$5 billion** of risk capacity.

## MSMEs

Micro, small and medium-sized enterprises (MSMEs) account for thousands of our private sector partners. Businesses of all sizes are joining forces with UNDP through our Accelerator Labs Network, Sustainable Finance Hub, SDG Impact and other initiatives.



## SDG Impact

The SDG Investor Platform encourages the private sector to adopt SDG-aligned investment practices. **18 countries** received insights into **312** investment opportunity areas.

## SAMSUNG

Since 2019, our partnership continues to accelerate SDG progress, drive innovation, raise non-traditional revenue streams and increase the organization's advocacy reach, including through dynamic youth-driven initiatives like #Generation17.

- **200M** mobile devices have installed the Samsung Global Goals app
- **\$4M** raised through corporate and individual donations



Economic opportunities for **1 million youth** in post-COVID Bangladesh over the next 5 years

Women Innovators Programme (WIP) helped 21 women-led start-ups from **12 countries** in the Arab States region



Citi Foundation



Partnering platforms and programmes include: the Data Futures Platform, the UN Biodiversity Lab and Microsoft Planetary Computer and Impact observatory, the Open Solution Platform with the Global Environment Facility (GEF) Small Grants Programme and Microsoft Project 15, and Artificial Intelligence and Machine Learning for energy access planning.

Youth Co:Lab, co-led by UNDP:

- Implemented in **28 countries** and territories in Asia and the Pacific
- 200,000+** participants
- 9,500** young social entrepreneurs benefited
- 1,240** youth-led social enterprises
- 202** ecosystem partners

## Connecting Business initiative

Partnership between the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and UNDP celebrated its fifth anniversary in May 2021. To date, achievements include:

- **\$84M** in cash and in-kind support
- **100** crisis responses
- **18M+** people helped in coordination with governments and the UN system
- In 2021, during COVID-19:
  - **\$7.2M** in cash and in-kind support
  - **1.2M people** received critical humanitarian assistance
  - **53,500 people** supported through early recovery programmes

# UN family

## Partnering for people, planet and peace

2021 marked a year of transition for UNDP and our UN partners. We were able to respond to multidimensional challenges and crises with a stronger sense of partnership and innovation. This also supported UNDP's strong push for the acceleration of the SDGs. Broadly speaking, the partnerships covered three areas of development:



### People

UNDP, alongside the international community, continued to support the transition from response to recovery from the COVID-19 pandemic, through:

#### Vaccine Equity

Together with our partners, we are helping to achieve the realization of the **WHO target to vaccinate at least 70% of the world's population** against COVID-19 in 2022. The Global Dashboard for Vaccine Equity, combining current socio-economic information, was created in collaboration with WHO and the University of Oxford.



#### Social Protection

Through innovative social protection mechanisms, job creation and digitalization, UNDP worked closely with the ILO on the UN Secretary-General's roadmap to create **at least 400 million jobs in the green, digital and care economies**, as well as on other joint global initiatives. UNDP also supported 88 countries to design, launch and mobilize resources in response to the pandemic.



#### Transformative Financing

With UNDP support, **more than 70 countries** used Integrated National Financing Frameworks (INFFs) to finance their recovery from the pandemic. In partnership with UNICEF, we have been able to shift more resources towards the needs of children.



### Planet



UNDP's Climate Promise work (page 26) and its leadership at the **COP26 in Glasgow** were carried out in strong partnership with:



### Peace

UNDP worked alongside UN partners worldwide to build more **anticipatory and preventative approaches to crises** for more agile, risk-informed and long-term recoveries. In Afghanistan, we partnered with 16 UN entities and the Special Trust Fund for Afghanistan (STFA).



- **\$1.84B managed** for the UN Development System
- **120 countries benefited** from UN-pooled funding services to respond to their humanitarian, peacebuilding, development and climate challenges
- **49 UN entities engaged** in collaboration through UN-pooled funding services

Hosting crucial, specialized functions of the UN system



- In 2021, as a UN system-wide service, UNV deployed 10,921 UN volunteers, a **15% increase** over 2020
- UN volunteers representing **173 different nationalities** supported **55 UN entities** in **160 countries** and territories: **80%** were from the global South, **53%** were women and **59%** were national UN volunteers



- **416 institutions** connected, with 800+ good practices shared on the digital platform "South-South Galaxy" to scale-up South-South cooperation (SSC) for SDGs, with special focus on least developed countries (LDCs) and Small Island Developing States (SIDS)
- **69 developing countries** implemented impactful SSC initiatives in partnership with **20 UN agencies**, supported by SSC Trust Funds
- **3,400+** development practitioners from **155 countries** and territories benefited from SSC capacity development trainings across **7 thematic areas**

Our top 10 UN partners working together across our signature solutions and beyond were:



# Don't choose extinction

Frankie and celebrities warn the world about climate change

Helping us fight climate change and inequality, a global line-up of Goodwill Ambassadors, celebrities, activists and influencers participated in and promoted UNDP's *#DontChooseExtinction* campaign, starring Frankie the Dinosaur. Lending their support—and famous voices—were Jack Black, Eiza Gonzales, Nikolaj Coster-Waldau, Aïssa Maïga, Greta Thunberg, Whoopi Goldberg, Antonio Banderas, Billie Eilish, Padma Lakshmi, Michelle Yeoh, Cody Simpson, Ellie Goulding, Dave Matthews, Rosario Dawson, Aidan Gallagher, Lil Dicky, Alexis Ren, Ronen Rubinstein and others. Celebrity media appearances on top-tier morning and news shows reached 367 million people, while their social media posts reached 118 million and counting. The campaign launch video has reached 1.2 billion views.



The COVID-19 “A Shot for All” public service announcement featured our Goodwill Ambassadors Padma Lakshmi, Yemi Alade, Michelle Yeoh and Connie Britton, calling on world leaders to work together to ensure that vaccines are available to everyone, everywhere. The announcement was promoted by the United Nations General Assembly (UNGA) and was covered by Al Jazeera and other media outlets.

The year was rounded off with a key celebrity moment at the SDG Global Festival of Action, where the United Nations Correspondents Association (UNCA) honoured Goodwill Ambassador Padma Lakshmi with the top prize, 2021 UNCA Advocate of the Year Award, for her work with UNDP on fighting for equality, including global vaccine equity.

# Hello #FutureSmartUNDP

Our new development benchmark

The world keeps getting smarter—but also more challenging. Every day, a virus is trying to outsmart us. Too many people are being left behind. Conflict is rampant. And the climate crisis has reached a state of emergency.

At UNDP, we believe it's time to set a new benchmark for the future of development. UNDP's new Strategic Plan has a vision to stay at the forefront of development thinking and action. We aim to help countries go beyond solving immediate development challenges and confronting the complexity of the moment, to achieving systemic change so that people can better equip themselves for whatever they may face in the future.

## What is future-smart development?

*#FutureSmartUNDP* is an evolution of its predecessor, *#NextGenUNDP*. It continues to build more innovative ways to think, invest, manage and deliver until no one is left behind. More than a mantra, being future smart is the sustainability sweet spot that combines a future-focused approach with intelligent, informed decisions.



Working together in this way means we are well placed to build a better future for all, with people and planet in balance.

# Invaluable investors

## Top partners



## Highlights in 2021



### 15% increase in government financing

Contributions from government financing increased from \$1.13B in 2020 to \$1.30B in 2021



### 18% increase in vertical funds

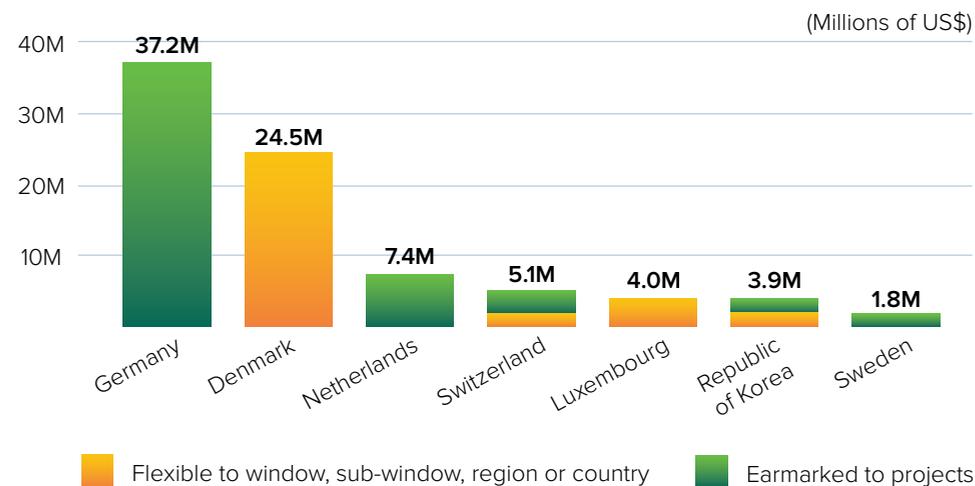
Contributions from vertical funds increased from \$988M in 2020 to \$1.17B in 2021



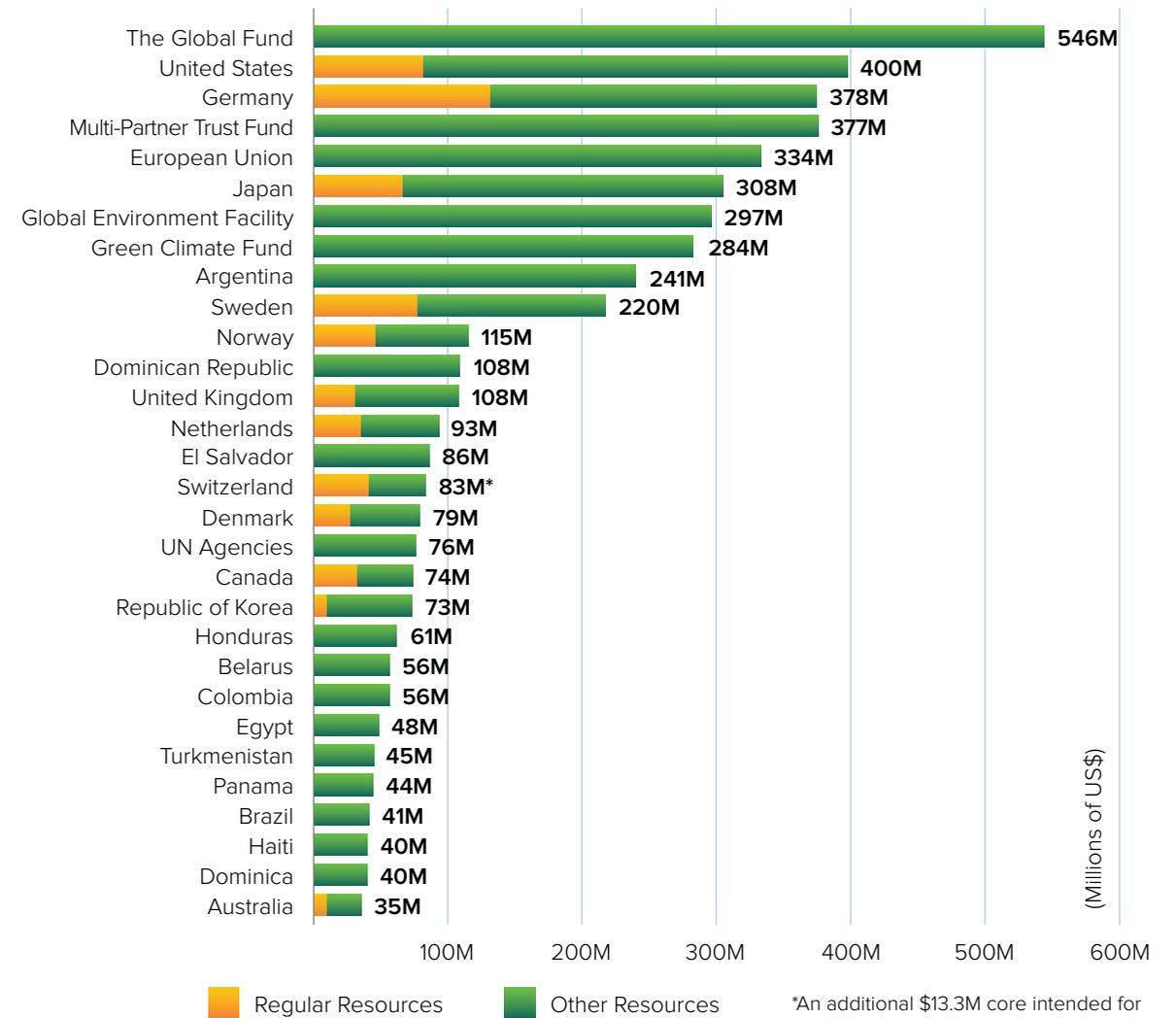
### 14% increase in the proportion of non-earmarked thematic funding windows

The share of flexible contributions to thematic funding windows increased from 24% in 2020 to 38% in 2021

## Funding Windows

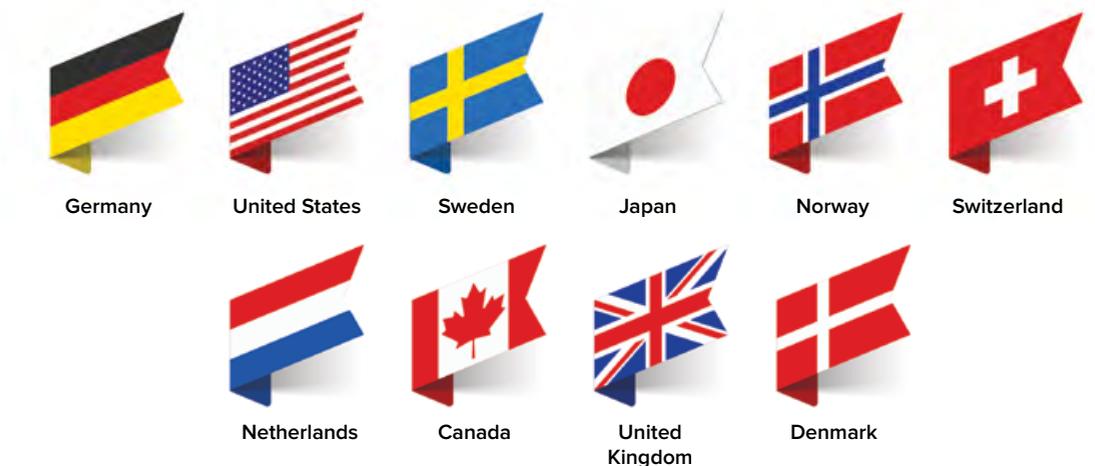


## Top 2021 UNDP funding partners



## Top core contributors

Core funds are flexible, regular resources, not earmarked for a specific project or theme.



All financial figures are provisional as of April 2022 and subject to change until the completion of audited financial statements.

# Testimonials

Recognition from partners and innovators

UNDP has achieved excellent outcomes on gender diverse recruitment, promotion and succession planning ... Genuine support and dedicated resourcing are in place in order to ensure gender diversity and inclusion

- *Economic Dividends for Gender Equality (EDGE) Awards*

UNDP has handled the turbulent context of the recent years well. It demonstrated great resilience and new dynamism in responding to the COVID-19 pandemic

- *Multilateral Organisation Performance Assessment Network (MOPAN)*

Sincere thanks and appreciation for the valuable contribution made by UNDP

- *Ministry of Tourism, Sri Lanka*

The United States will continue to look to UNDP to provide strong leadership and coordination among UN agencies to link their work across the humanitarian, development and peacebuilding spectrum

- *United States Mission to the United Nations*

We are very pleased with this symbiosis, this teamwork with international organizations ... especially with UNDP

- *Ministry of Environment and Sustainable Development, Panama*

[UNDP is] solving the acceleration problem with a portfolio mindset, employing the power of the collective, and it's doing so at an unprecedented scale

- *Massachusetts Institute of Technology (MIT)*

A commendable example of cross-sectoral and cross-country collaboration among organizations and communities ... for more effective monitoring and implementation of SDG 15 targets

- *Earth Observations for Sustainable Development Goals (EO4SDG), Group on Earth Observations (GEO) SDG Award*

Having effective access to the right data is critical to a nation's effort in combating COVID-19. To solve this challenge, the UNDP conceived of a COVID-19 socio-economic recovery data platform

- *DrivenXDesign award, UNDP COVID-19 Data Futures Platform*

I would like to express my satisfaction with the quality of the cooperation and the fruitful partnership that binds this Ministry and UNDP

- *Ministry of Solidarity, Social Development, Equality and the Family (MSDSEF), Morocco*

The [SDG Impact] Practice Standards ... strategic partnership with UNDP solidifies our alignment in thinking, and allows us to support the rollout and adoption of the standards

- *Social Value International*

We are very satisfied and excited for what is yet to come

- *Centro de Estudio de Estado y Sociedad (CEDES), Argentina*

[UNDP Accelerator] Labs are helping governments make complex systems visible and understand problems closer to real time—enabling them to respond more effectively to localized issues

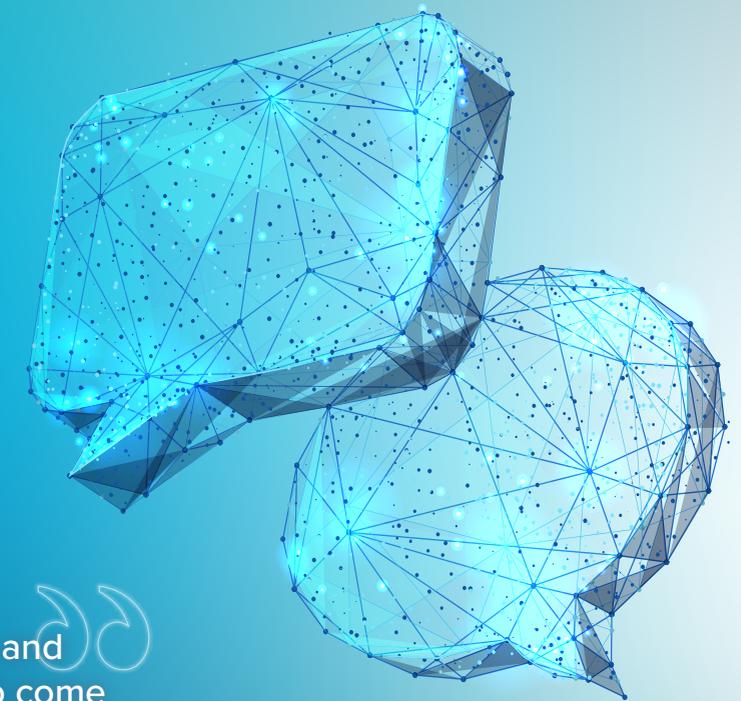
- *Nesta's Centre for Collective Intelligence Design*

Thank you for the fantastic and indispensable support in recent years. You have earned our appreciation and esteem

- *Somaliland House of Representatives*

The joint efforts in SDG-related areas have resulted in noteworthy impact

- *Amitabh Kant, Chief Executive Officer, National Institution for Transforming India, Government of India*



UNDP was a formidable presence in the lists of top 10 influencers ... and was among the top 10 donors in helpfulness in four of six regions

- *Listening to Leaders 2021*

# Working near and far

## Latin America and the Caribbean

- **Panama Regional Hub**
- Argentina
- Barbados and the Eastern Caribbean (covering Anguilla, Antigua and Barbuda, Barbados, the British Virgin Islands, Dominica, Grenada, Monserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines)
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Jamaica (covering the Bahamas, Belize, Bermuda, Cayman Islands, Jamaica, Turks and Caicos Islands)
- Mexico
- Panama
- Paraguay

## North America

- New York headquarters

## Africa

- **Addis Ababa Regional Service Centre**
- Angola
- Benin
- Botswana
- Burkina Faso
- Burundi
- Cameroon
- Cape Verde
- Central African Republic
- Chad
- Comoros
- Côte d'Ivoire
- Democratic Republic of the Congo
- Equatorial Guinea
- Eritrea
- Eswatini
- Ethiopia
- Gabon
- The Gambia
- Ghana
- Guinea
- Guinea-Bissau
- Kenya
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritania
- Mauritius and Seychelles
- Mozambique
- Namibia
- Niger
- Nigeria
- Republic of the Congo
- Rwanda
- São Tomé and Príncipe
- Senegal
- Sierra Leone
- South Africa
- South Sudan
- Togo
- Uganda
- United Republic of Tanzania
- Zambia
- Zimbabwe

## Europe and Central Asia

- **Istanbul Regional Hub**
- Albania
- Armenia
- Azerbaijan
- Belarus
- Bosnia and Herzegovina
- Cyprus
- Georgia
- Kazakhstan
- Kosovo (as per UN Security Council Resolution 1244 [1999])
- Kyrgyzstan
- Moldova
- Montenegro
- North Macedonia
- Serbia
- Tajikistan
- Turkey
- Turkmenistan
- Ukraine
- Uzbekistan

## Arab States

- **Amman Regional Hub**
- Algeria
- Bahrain
- Djibouti
- Egypt
- Iraq
- Jordan
- Kuwait
- Lebanon
- Libya
- Morocco
- Programme of Assistance to the Palestinian People
- Saudi Arabia
- Somalia
- Sudan
- Syrian Arab Republic
- Tunisia
- Yemen

## Asia and the Pacific

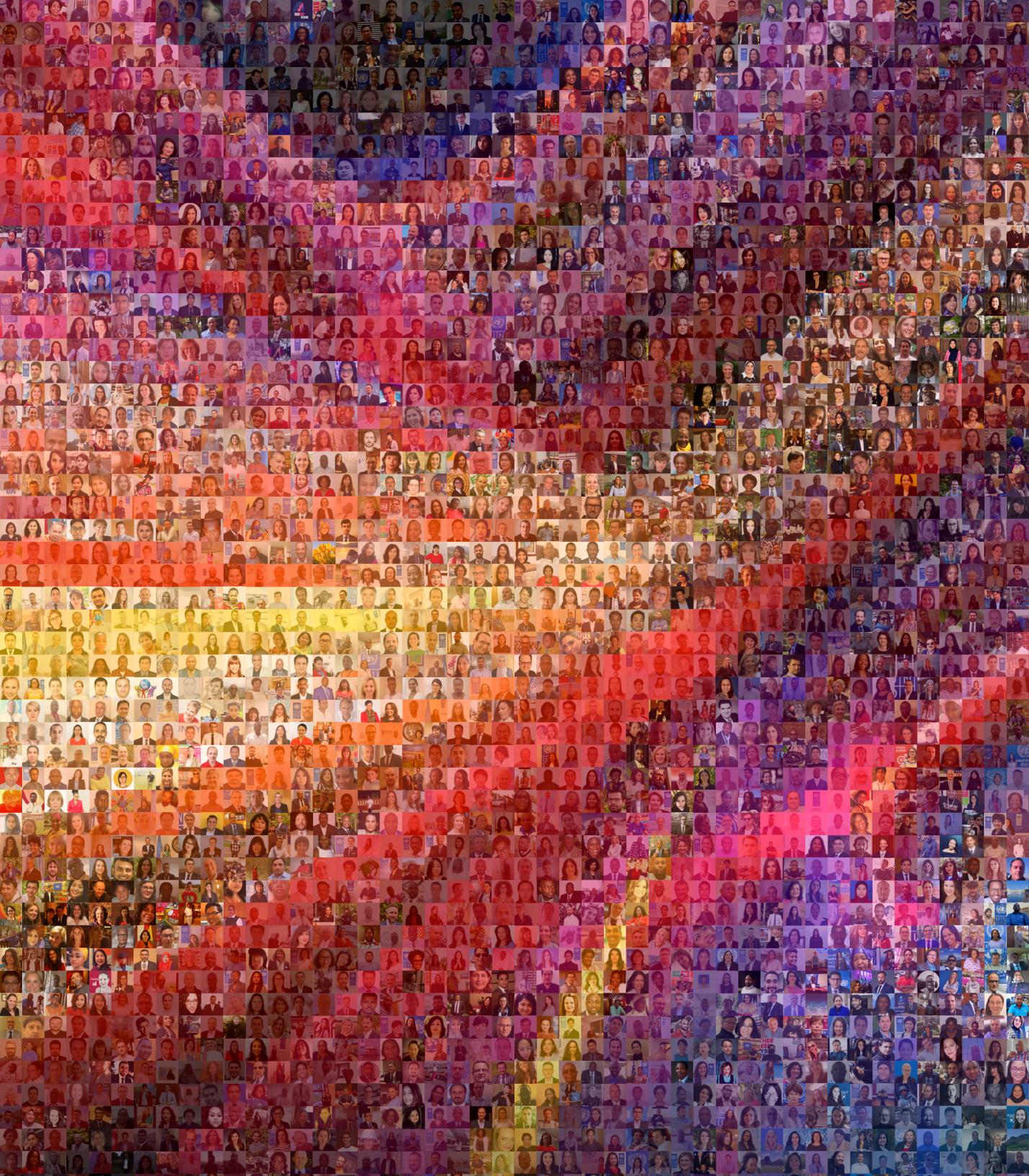
- **Bangkok Regional Hub**
- Afghanistan
- Bangladesh
- Bhutan
- Cambodia
- China
- Democratic People's Republic of Korea
- India
- Indonesia
- Iran, Islamic Republic of
- Lao People's Democratic Republic
- Malaysia (covering Brunei Darussalam, Malaysia, Singapore)
- Maldives
- Mongolia
- Myanmar
- Nepal
- Pacific Office in Fiji (covering Federated States of Micronesia, Fiji, Kiribati, the Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu, Vanuatu)
- Pakistan
- Papua New Guinea
- Philippines
- Samoa (covering Cook Islands, Niue, Samoa, Tokelau)
- Sri Lanka
- Thailand
- Timor-Leste
- Viet Nam

## REPRESENTATION OFFICES

- Brussels Representation Office (covering European Union)
- Geneva Representation Office
- Germany Representation Office
- Nordic Representation Office (covering Denmark, Finland, Norway, Sweden)
- Tokyo Representation Office
- Washington Representation Office

## POLICY CENTRES

- Doha (Partnership and Technical Advice Office)
- Istanbul International Center for Private Sector in Development
- Nairobi Global Centre on Resilient Ecosystems and Desertification
- Oslo Governance Centre
- Rome Centre for Sustainable Development
- Seoul Policy Centre for Knowledge Exchange through SDG Partnerships
- Singapore Global Centre for Technology, Innovation and Sustainable Development



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