



UNITED NATIONS DEVELOPMENT PROGRAMME

ANNUAL REPORT 2022

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HOPEFUL.

It might seem hard to hope in 2023. The headlines chronicle a grim world of conflict, displacement and the struggle to keep up with the rising cost of living. Poverty has increased while trust has receded. With ecosystems out of balance, nature is in revolt.

At UNDP, the development organization at the heart of the United Nations, we work with developing countries on all these issues and more. We know their severity and yet we also know that some of their solutions are at hand. That gives us room for optimism—and a vision of the future that is not just an aspiration but something we are working towards right now.

Everything that UNDP does is encapsulated in the Sustainable Development Goals, a promise that countries made to their peoples and to each other. The goals take us to a future that leaves no one behind, that protects the planet and that disrupts the cycle of conflict because inclusive development has taken root.

In 2022, UNDP helped to advance that vision with a record delivery of \$4.8 billion, achieved amid countervailing challenges around the world. This translated into development results in over 170 countries and improvements to the lives of millions of people. Life-giving health, water and other services offered 25 million people a platform to thrive and create better lives. Jobs and livelihoods sustained 11 million people stranded in crises with few other ways out. UNDP laid the foundations for using new technologies that could eventually provide clean power to nearly 265 million people in 21 African countries, with benefits expected for health care, education, businesses and economies as a whole.

This annual report is proof positive that development works. That alone signals a hopeful future—but we also know that prospects must get better given the tools and knowledge we have today. UNDP is harnessing the power of innovation and digitalization as a public good. Our Accelerator Labs Network backed innovations in 115 countries in 2022, improving air quality, upholding human rights and enhancing food security, among many advances. Digital services, infrastructure and open-source solutions are closing the digital divide—and the development divide, such as through the prompt delivery of over a billion COVID-19 vaccines.

The future is also hopeful because more people than ever are working together for sustainable development, including through partnerships with UNDP. Governments, international financial institutions and businesses are unblocking new streams of SDG finance, such as through investor maps and tax reforms, and are already halfway to a moonshot goal of \$1 trillion.

Public and private collaboration is shaping new markets for insurance for climate-vulnerable people. UNDP's Gender Equality Seal programme has certified over 1,000 public entities and businesses committed to act for gender equality.

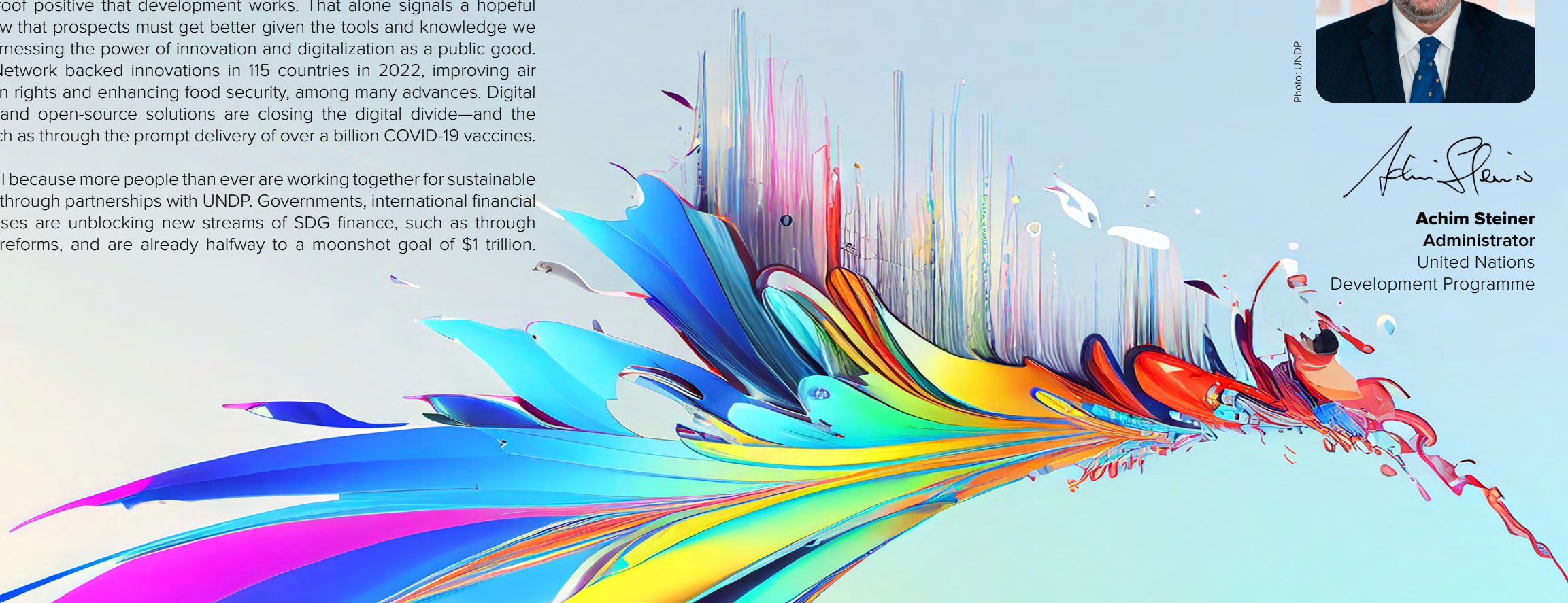
Within UNDP, our own organization gives us the capacity not just to talk about our vision but to achieve it. Our future-smart portfolio approaches and policy networks amplify collective development intelligence and push the frontiers of development thinking. Our award-winning People for 2030 Strategy orchestrates a workforce with the skills to tackle complex development challenges creatively and effectively. It also keeps our workplace safe and inclusive, in line with our values.

Above all, the future is hopeful because so many of us are committed to making the right choices. Notwithstanding the challenges and setbacks we currently face, collectively these choices add up, as illustrated across this report. As policymakers and donors, as business leaders and activists, as people with our world at stake—we can shape a future that works for us all.



Photo: UNDP

Achim Steiner
Administrator
 United Nations
 Development Programme



THE FUTURE IS...

LEAVING NO ONE BEHIND.

Our signature solutions ↗

Reaching the furthest behind first is a primary objective across the UN family of organizations and partnerships. For UNDP, this starts by applying over 50 years of leadership in development to our six, cross-cutting signature solutions – moving towards a better world for all.

With UNDP support, millions of people improve their lives each year.

UNDP IN 2022



20,000+ PEOPLE
working across 170 countries and territories



\$5.8 BILLION
in revenue (unaudited)



\$4.8 BILLION
in delivery, highest in over a decade



100+ COUNTRIES
supported to build inclusive, ethical and sustainable digital societies

Brighter days ahead. ↗

Given that people are vulnerable to the impacts of climate change in different ways, Somalia's revised climate action plans take inclusion seriously. But these can only be achieved through climate finance and support. Photo: UNDP Somalia



POVERTY

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

25 MILLION PEOPLE gained access to basic services, with support from 44 UNDP offices



GOVERNANCE

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

27 MILLION NEW VOTERS were registered, with support from 13 UNDP offices; 51% being female



RESILIENCE

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

11 MILLION PEOPLE benefited from jobs and improved livelihoods in crisis or post-crisis settings in 2022; 49% being female



ENVIRONMENT

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

\$224 MILLION investment leveraged to support green recovery



ENERGY

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

4.6 MILLION PEOPLE gained access to clean, affordable and sustainable energy



GENDER

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

46 COUNTRIES implemented risk-informed and gender-responsive recovery solutions

Empowered women and girls

The future, as the re-emerging 1970s slogan goes, is female. But the future can't come soon enough. Gender inequality continues to exist in old and new forms, which is why gender cuts across all of UNDP's work. A key approach is to **tackle multiple, intersecting sources of discrimination**. This includes prevention strategies for gender-based violence. Early pilots in Iraq and Lebanon, operating as part of economic empowerment and livelihoods programmes in marginalized communities, are galvanizing significant momentum behind **ending violence and accelerating multiple SDGs**. UNDP has also made major contributions through the EU-UN Spotlight Initiative, working in close collaboration with UN Women, UNFPA and UNICEF. With UNDP's support, 17 countries in Latin America have now criminalized femicide in their legislation, incorporating it as a criminal offence in their penal code.



59 countries were able to prevent and respond to gender-based violence, and address harmful gender social norms



188 women-led partnerships were established to advance gender equality, including female leadership and participation



Female voices, amplified.

In Somalia, UNDP helped set up Bilan Media, the country's first-ever all-women media team that will shape development dialogue towards women's needs. Run and staffed entirely by women and centring on women's voices and perspectives, it promises to transform local media. Photo: UNDP Somalia/Said Fadhye

Gender Equality Strategy 2022–2025

This strategy responds to reflections around two key concerns. First, why has progress towards gender equality been so slow and scattered, and sometimes even reversed? Second, what can UNDP best do in response?

In the next four years, UNDP will accelerate and scale up results, working with countries and partners to contribute to gender equality, including by:



Certifying 1000+ PUBLIC INSTITUTIONS AND PRIVATE COMPANIES with the Gender Equality Seal (reached in 2022)



Mobilizing OVER \$100 BILLION to contribute to gender equality through taxation systems, public spending, debt instruments and private capital investments



Helping 1 MILLION MORE WOMEN to access and control digital assets



Supporting 250 MILLION WOMEN to gain access to productive uses of clean energy



Assisting 80 COUNTRIES to expand care services and redistribute care work

Owning climate-smart farms.

Co-funded by UNDP, over 30 local governments and dozens of NGOs, this multi-layer, community-led project in Nepal is part of UNDP's innovative, socio-economic livelihoods support programme. It is generating income and over 25,000 jobs for some of the poorest and most marginalized populations across the country – with over 50% of these jobs held by women. Photo: UNDP Nepal/Laxmi Ngakhusi



Disabilities and dignity

Everyone has the same intrinsic social and human rights. Fulfilling these rights ensures that people can live independent lives. UNDP's work supports vulnerable groups through services that bridge social assistance and employment, and by mobilizing local partners around a renewed social protection offer. This includes reforming disability assessment systems. In close partnership with the EU, we helped to break down bureaucratic barriers and social prejudice in Montenegro through:

- the replacement of a predominantly medical model of disability determination, introducing a system that factors in **social and human rights** principles
- **fairer and more adequate disability entitlements**, such as cash transfers, social services, and decent employment or professional rehabilitation, for **over 50,000 citizens and their families**
- the abolition of 30 independent and disconnected commissions and the creation of a single disability assessment entity

LGBTQI+ communities

At UNDP, "leaving no one behind" means addressing the multiple and intersecting forms of **deprivation, disadvantage and discrimination** faced by people due to prejudice towards someone's race, ethnicity, religion or belief, health, status, age, class, caste, and sexual orientation and identity.



Building safe spaces for transgender men and women.

Supported by UNDP, the facilities of the Kay Trans shelter in Port-au-Prince, Haiti, represents a haven of tolerance and empowerment for the LGBTQI+ community, whose vulnerability to violence deepens whenever a new crisis hits their country. A key part of Haiti's development since 2020, UNDP has also funded integration and protection projects, as well as suicide- and HIV-prevention hotlines. Photo: UNDP Haiti

Inspired by youth

All over the world, young people are fighting for the right to a liveable future. They account for a huge share of the population (75% of Kenyans are under 35, for example) and can therefore shape national climate action agendas and play a decisive role in implementing them.

UNDP is joining forces with youth. In 2022, we partnered with the Government of Italy to launch a global event for Youth4Climate: the Powering Action initiative. It brought together **150 young climate leaders from more than 90 countries**, mostly from the global south. It focused on enhancing support to youth-led initiatives and impact, partnership-building, and funding for climate action. Through our continued support at all the major climate events, including Stockholm+50 and COP27, young people are **gaining recognition, participating constructively, and achieving results**.

With UNDP support, second-generation Nationally Determined Contributions (NDCs) show that:



80% include broad consideration of youth/children (a 40% increase on first-generation NDCs)



60% include targets, measures and policies that are child- and/or youth-sensitive, and address youth-specific needs and roles (increased from 8%)

An unstoppable boy.

Due to a severe illness, Balša completely lost his vision at the age of five. But through a UNDP project implemented with the government and civil society organizations – plus the financial support of the European Union – his mother was able to fast-track her son's right to attend a regular school. There he can finally focus on learning Braille and beating his friends at chess. Photo: UNDP Montenegro/Duško Miljanić



ALREADY HERE.

With 8 billion people on the planet, the world clearly has the brainpower to provide more creative, innovative answers to current problems. The key is finding them and sharing them widely.

Welcome to UNDP's **Accelerator Labs Network**. Active in **115 countries**, the labs break down the traditional ringfencing of ideas through their ability to link global problem-solvers— from communities to conference rooms. This has transformed the way UNDP operates, driving our thought leadership, expanding our engagement with the private sector, and quickly becoming a **resource for governments in every region**. All of this means the network has significant potential to **scale up investment in the SDGs** through our signature solutions as new innovation ecosystems take off.

Accelerator Labs Network











252 innovative solutions adopted by programme partners, with support from 30 UNDP offices



Supported public sector innovation in **50+ countries**, including delivery of the first national innovation policy for the Democratic Republic of the Congo

Powered by each country's Lab, UNDP and partners from all sectors have used artificial intelligence and/or other innovative technology to:

-  Update air quality data with low-cost bicycle sensors in **Argentina**
-  Calculate and offset carbon emissions in **Bosnia and Herzegovina**
-  Strengthen climate resilience of farmers in **Egypt**
-  Increase access to civil registration and legal aid in **Guinea-Bissau**
-  Improve air pollution enforcement in **India**
-  Increase smarter use of water and irrigation in **Palestine**
-  Detect and address plastic pollution via satellite in the **Philippines**
-  Provide mobile solar-powered cookers in **Sudan**
-  Assess and address barriers to tourism in **Tanzania**
-  Better understand food security in **Zimbabwe**

Innovation ↙



↙ Grass-roots innovators inspire the world.

The Accelerator Labs proudly collaborated with Hyundai on the **for Tomorrow** platform, which showcases 72 innovations from people in 44 countries. The eponymous, multi-award-winning documentary film showcased the power of bottom-up innovation for sustainable development.

Future-smart networks

At the mid-point in the 2030 agenda, building the digital and human networks for collective intelligence is our top priority. Combining knowledge and know-how that meets specific needs in real time is at the heart of UNDP and its **Global Policy Network**. This is how we support countries to navigate uncertainty and assess accelerators and trade-offs to inform better development choices. UNDP has amplified the collective intelligence of **33,000 experts and practitioners globally through our knowledge networks**. It has recently anchored global dialogues in the run-up to Stockholm+50, connecting the experience of **50,000 people** through 56 national consultations.

This **Development Future Series** is a prime example of our **strong thought leadership**. The series provides a unique channel for evidence-based knowledge produced by UNDP personnel to reach and influence global debates. By presenting practical insights for the future of sustainable development, policymakers, practitioners, specialized journalists and academia can find new information, analysis, and policy recommendations on the top development issues of today and tomorrow.

PLANETARY.

In 2022, the United Nations General Assembly recognized that a clean, healthy and sustainable environment is a human right. The **global environmental crisis** caused by climate change, pollution, biodiversity and nature loss is disproportionately impacting the world's most marginalized communities.

One of today's most important missions is to **decarbonize** in order to help **lower greenhouse gas (GHG) emissions**. We have far to go, but countries are more ambitious than ever, helped by UNDP's Climate Promise and its support around **Nationally Determined Contributions (NDCs)**. Governments all over the world must now finance, implement and monitor NDCs at the scale and speed that climate action requires.

The double irony is that those who contribute a tiny fraction of global GHG emissions often face the worst impacts of climate change – while also leading the way in climate action. Antigua and Barbuda is proposing a shift to **100% renewable energy** across sectors in the next two decades, while Dominica is determined to become the **first climate-resilient country** in the world.

Our Climate Promise

173 countries have now submitted new or updated NDCs to the UNFCCC, covering 91% of total global GHG emissions. Of the **120 Climate Promise supported countries**, 93% of countries have strengthened mitigation target in their revised NDCs. Similarly, 93% of countries have enhanced adaptation measures in their revised NDCs.

95% of all NDCs include gender equality considerations. Uruguay's is amongst the most comprehensive worldwide, recognizing that women are not only powerful agents of change and sources of solutions, but that solving the climate crisis – part of achieving the SDGs – is not possible without gender equality.

Through the Climate Promise, 56 countries were assisted to develop financing strategies to make the best use of climate funds. Chile, for example, is the first country to simultaneously **apply all four of UNDP's climate finance tools**. Meanwhile, over 75 countries, from Lebanon to Viet Nam, have gained better climate data and measurement systems to **keep progress on track**.

UNDP's flagship Carbon Payments for Development initiative, a collaboration with Switzerland, makes **\$120 million** available for performance-based payments to reduce emissions.



Protecting the land of 350 generations.

The Wampís Nation's forests cover more than 1.3 million hectares, providing water for Peru, Colombia and Ecuador, but are endangered by deforestation. Regions across Latin America rely on the "flying rivers" – clouds that blow over from the Amazon – for water security. To preserve their indigenous lands and reduce the risk of drought, the Wampís Nation agreed to join an official registry and database of protected areas. Implemented by UNDP through Global Environment Facility (GEF) grants, this initiative is now present in 26 countries. Photo: UNDP Peru/Nuria Angeles Tapia

Nature, climate and energy

These three areas of development formed a large part of our work in 2022. **UNDP's \$3.2 billion nature portfolio is the biggest in the entire UN system.** The nature-climate-energy examples described below all met the following “success story” checklist – an objective across much of UNDP's work:

- Was the solution sustainable? Was it innovative?
- Were there tangible results? Was there impact at scale?
- Did we involve a partner(s)?

Mercury is one of the top 10 chemicals of major public health concern. Its use is widespread in small-scale gold mining, which employs 15 million people. UNDP is working with partners to make this industry safer, cleaner and more profitable in Colombia, Ecuador, Ghana, Honduras, Kenya, Indonesia, Peru and Suriname.

With UNDP support, the Government of Vanuatu is scaling up its minigrids to bring electricity to 90,000 people – including 44,000 women, totalling around 17,800 households on up to 60 islands – representing 80% of people currently without electricity in the country. Costa Rica successfully delivered a \$23.9-million performance-based payment for forest protection, and enhanced women's and indigenous peoples' participation to access a further \$13.3 million. Egypt's ambitious energy policy reform programme includes a target to have 42% of its electricity come from renewable energy sources by 2035, delivered with UNDP's support. In Uruguay, a leading sustainable mobility project that provided a fleet of 33 e-buses benefited over 810,000 city-dwellers.



Retreating glaciers, advancing preparedness.

Bhutan has 700 glaciers, and they are retreating fast – significantly impacted by climate change. 17 of them are potentially dangerous lakes, and could cause glacial lake outburst floods like the devastating one that happened in 1994 in Lunana, one of the highest human settlements on earth. To reduce this risk in the most vulnerable valleys, hundreds of male and female workers have spent years draining lakes, successfully lowering water levels by up to 5 metres. With UNDP support, crucial early warning systems have also been installed. Photo: UNDP Bhutan/Dechen Wangmo

Africa Minigrids Programme

Leading the fastest, cheapest, biggest approach to clean energy

The Africa Minigrids Programme is anything but mini. Launched at COP27, it's UNDP's largest-ever initiative to extend green energy access, with a huge **potential for growth** through 2030 that includes:

- Supporting **21 countries** in Africa
- A **\$65 billion** investment opportunity
- Installing 114,000 solar battery minigrids
- Converting **265 million people**, 200,000 schools and clinics, and 900,000+ businesses to clean energy
- Having a transformative impact on poor rural communities
- Attracting private investment, lowering the cost of solar
- Unleashing around **\$50 million** in country-led technical assistance
- Funding by Global Environment Facility
- A partnership with Rocky Mountain Institute and the African Development Bank

UNDP Moonshots

Our Strategic Plan 2022–2025 contains moonshots in four areas, including energy. One collective goal is: **increasing access to clean and affordable energy for 500 million people.** We are also embodying the values UNDP stands for. This includes upholding social and environmental standards. For example:

- We're planning to cut our operational carbon footprint by 50% in the next seven years
- We've invested in 72 initiatives (from electric vehicles to renewable energy for UNDP premises)
- We've reduced our carbon footprint for electricity by 11% so far
- We're saving over \$730,000 in energy costs per year

MORE IMPACTFUL.

For the sake of our planet, the future of finance must be one where we **align and realign public and private flows with sustainable, inclusive development**. Until that happens, we will continue, by choice or habit, to finance the fractures that divide our world and the practices that threaten to destroy it. Redirecting these flows is largely how UNDP is working to achieve greater impact around the world, along with **cross-sector partnerships** and a **shift from projects to portfolios**.

UNDP's Sustainable Finance Hub

UNDP is collaborating with over 40 countries on debt restructuring and thematic bonds. By the end of 2022, these initiatives had generated over **\$11 billion for the SDGs and climate action**. Developing countries have also made UNDP their leading global partner in accessing and deploying billions of dollars in development finance under **vertical funds** such as the Green Climate Fund, the Global Environment Facility, the Multilateral Fund for the Montreal Protocol, and the Global Fund to Fight AIDS, Tuberculosis and Malaria. **UNDP supports more of these projects and the associated finance than any other international organization.**

The Sustainable Finance Hub is unique in its capacity to **help align and unlock public and private finance** for sustainable development, working towards a goal of **\$1 trillion to achieve the SDGs**. In **145 countries**, sustainable finance initiatives connect governments, the private sector and international financial institutions to accelerate SDG progress through measures such as tax reform, policies to develop capital markets, investor maps and gender-based budgeting.

Better Bonds

UNDP provides support in relation to debt management, (e.g. debt-for-nature swaps) and thematic bond issuance (e.g. **SDG bonds, green bonds, blue bonds, gender bonds**, etc.) Uruguay issued an **innovative \$1.5-billion sustainability-linked bond** that both extends the maturity of existing debt and raises new funds based on climate and environmental goals. The market has signalled strong approval, generating almost **\$4 billion** in orders from **188 investors**. Other UNDP-supported countries with a significant issuance of bonds included Argentina, Bolivia, China, Indonesia and Mexico.

Integrated National Financing Frameworks (INFFs)

INFFs are robust strategies to mobilize public and private finance. UNDP is **leading technical support to governments in 86 developing countries** as they establish their INFFs. Collaborating with 20 UN entities, the frameworks offer a ready-made platform for the Secretary-General's new SDG Stimulus Plan, which targets 2% of global GDP or about

\$500 million a year for development, humanitarian responses and climate action. Countries have already prioritized more than **250 policy reforms** for immediate action. And a growing number of countries – including Gabon, Maldives, Mongolia, Uzbekistan, Cabo Verde, and Cameroon – are using the INFF to strengthen financing for their NDCs.

SDG Impact

The SDG Impact Standards are organized around 12 business actions. These independent, voluntary management standards are designed to **guide businesses and investors on their path to sustainability and achieving the SDGs**. In 2022, UNDP launched training and advisory services on the SDG Impact Standards. As part of its shift from **shareholder to stakeholder capitalism**, Japan was the first nation to have organizations take the training course. SDG Impact is now well on its way to having a cohort of Accredited Trainers for the SDG Impact Standards on a global scale.

SDG Investor Maps

21 SDG Investor Maps were launched in 2022, bringing the total to 27, spanning the developing world from Ghana to Indonesia to Tunisia. 460 investment themes and business models – where national sustainable development needs, government policy and investor interest overlap – are freely available on the SDG Investor Platform. The market intelligence has helped governments inform policy to help direct more private capital to the areas that need it most, reaching the furthest behind first, as well as encourage dialogue with private sector investors.

Insurance and risk financing

UNDP's Insurance and Risk Finance Facility links public and private partners to hedge bets against future climate risks for the most vulnerable people. Targeting 20 countries to start, it has begun rolling out insurance solutions to **protect nearly 40 million people** and is on course to **reach 80 million in 2023**. Complementary new partnerships include a **\$14-million collaboration** with the Bill & Melinda Gates Foundation to pilot financial resilience options for smallholder farmers. Collaboration with Milliman, Inc. will help countries develop actuarial skills and insurance markets.

International Financial Institutions (IFIs)

Since 2010, UNDP has successfully supported governments and IFIs to execute wide-ranging projects worth over **\$2.5 billion with IFI financing in 77 countries**. In 2022 alone, UNDP implemented **\$292 million** in financing from 12 IFIs in over **43 countries across five regions**, 67% in fragile and conflict-affected countries and/or situations.

- Yemen: since 2016, UNDP's Yemen Emergency Crisis Response Project has delivered **\$604 million** in World Bank grants.
- Democratic Republic of the Congo: UNDP is working with the government and the IMF to deliver a total of **\$611 million**.
- Ukraine: UNDP signed a **\$2 million** agreement with the European Investment Bank (EIB), funded by the Eastern Europe Energy Efficiency and Environment Partnership, under which UNDP will support selected Ukrainian cities to benefit from a **\$308.6-million** framework loan.
- Ecuador: UNDP assisted the Ministry of Finance in establishing budget tagging tools to track national climate finance as part of accessing nearly **\$1 billion** in development bank loans.

Project-to-portfolio shift

Our Strategic Plan 2022–2025 has set out an agenda to catalyse the deep systemic transformations needed to solve the toughest, most complex challenges. The **shift from projects to portfolios is UNDP's approach to tackling those challenges**.

Over 40 UNDP Country Offices are currently supporting governments and other partners to design a suite of portfolio interventions, from an economic resilience portfolio in Gaza to a future-of-work portfolio in Ghana. This approach enables UNDP to deliver value as a partner by continuously making its programming process more **strategic, holistic and systemic**. Meanwhile, over 30 national and city governments are adopting portfolio approaches, with a pending **\$200 million in additional investment towards new portfolios**.

Growing private sector partnerships

UNDP's work with **Samsung** shows how a strong and uniquely innovative digital partnership can take shape. **Partnerships like this can serve as prototypes for future resource mobilization strategies throughout the private sector**. Providing UNDP with access to new and ever-widening audiences, the Global Goals app is now installed on over **300 million devices worldwide** and available in **89 languages**.

Donations through the app have reached over \$10 million so far. But the financial aspect is not the primary goal of such partnerships. Instead, they're about how we can make a concrete impact to advance the SDGs through our organizational strengths.



BREAKING THE CYCLE.

Fragility is a cycle that must be broken. Currently, around 15% of people live in a conflict zone, and over half of humanity – 4 billion people – has experienced a natural disaster in the last 20 years.



UNDP operates in all **60 countries** defined as “fragile”



50% of our total budget is invested in crisis contexts



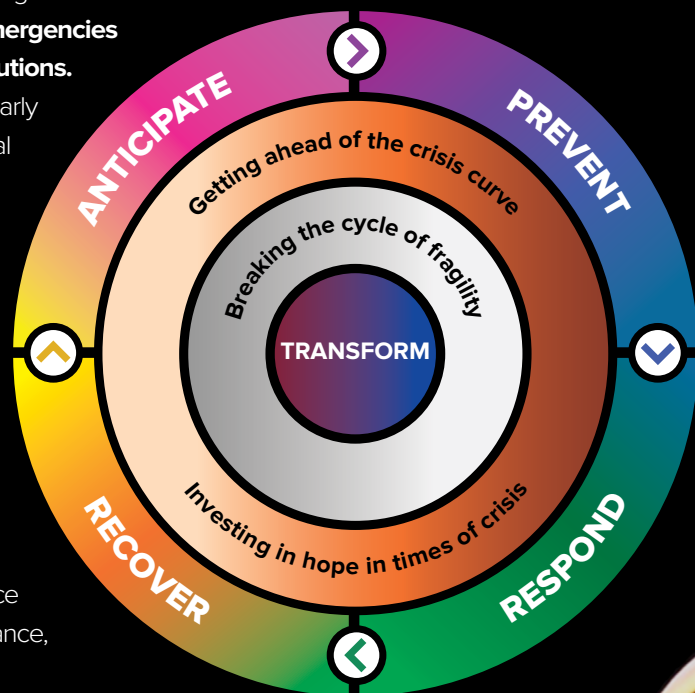
In 2022, we supported **5.5 million** displaced people

Our new Crisis Offer

Traditional forms of response and recovery are no longer a match for the magnitude and intricacies of the challenges the world is facing. Today's crises are development **emergencies that require integrated development solutions.**

Providing food, shelter and housing early in an emergency will remain an essential task, but it should not be a perpetual one. We need to create **clearer pathways for before, during and after crises**, which make our approach to crisis and fragility more **transformative.**

To that end, our advanced **UNDP Crisis Offer** was launched in 2022. The offer sets a direction grounded in experience and based on partnerships to cut across all development fundamentals – job creation, energy supplies, service delivery, and more responsive governance, among others.



Highlights in 2022

In the Central African Republic, UNDP partnered with the UN peacekeeping mission to support the Special Criminal Court. In 2022, it achieved a **milestone for justice** – a first verdict against individuals accused of crimes against humanity and war crimes.

In Iraq, we joined a massive push to stabilize ISIL-affected areas by restoring services and infrastructure. This contributed to **4 million people** returning to their places of origin. UNDP adopted this approach in Libya, built on inclusive local peacebuilding and development solutions. We are now further customizing it in the Lake Chad Basin, the Liptako Gourma region and Mozambique.

In Afghanistan, UNDP and its partners improved access to essential services for nearly **1.2 million people in 28 provinces** by constructing and rehabilitating 639 health and education facilities as well as other critical local infrastructure, such as roads, bridges and water supplies. Through the ABADEI programme's small grants and training programmes, UNDP supported **35,000 women-owned small businesses**, benefiting over **250,000 people**. With UNCDF, UNDP piloted a digital payment system to transfer close to **\$600,000** to almost 3,000 ABADEI beneficiaries in nine provinces, an initiative expected to facilitate the digital delivery of cash transfers.

Gender and Crisis: 10-Point Action Agenda

To scale up work on gender equality in crises, UNDP issued a 10-point action agenda to integrate feminist principles across crisis responses. Tailored coaching to offices in crisis-affected countries resulted in a nearly **75% boost** in spending on gender equality programmes.

UNDP's gender and crisis facility is also supporting eight countries to develop economic recovery programmes based on gender analyses and the transformation of structural and social norms. Through UNDP support, **5.4 million women** gained jobs and improved their livelihoods in **39 countries** in crisis or post-crisis settings in 2022, up from 4.8 million in 2021.

Strengthening resilience

In 2022, our work on resilience grew. The Sahel remained – and remains – one of the most volatile areas in the world, with recurring security incidents and protracted conflicts and displacement situations affecting millions of lives. But throughout the region, from Burkina Faso to Senegal, UNDP’s resilience support is rebuilding not just **homes, communities and livelihoods**, but also better futures. Innovation is playing an increasingly pivotal role: the smart-agriculture methods made available through a UNDP-supported training programme are one such example.

In Yemen, ongoing conflict, climate-related shocks and COVID-19 have left millions suffering from extreme hunger. But investments in food value chains are yielding sustainable food security resilience – for **individuals, communities, businesses, and the economy**. This new approach is being funded by the World Bank, with joint support from UNDP and other key partners.

Flooding in Pakistan reached historic levels in 2022, with nearly 8 million people displaced. This required an elevated plan of action from UNDP, which included business grants, cash-for-work initiatives, and our recently launched Food Recovery Programme – all to support the most vulnerable. Meanwhile, in Viet Nam, UNDP supported coastal families by building **7,100 storm- and flood-resilient homes**. But with 110,000 families still without safe housing, the model needs to be dramatically expanded.



Chain reaction.

In Sudan, we are enhancing food and livelihood security through innovative value chain partnerships between farmers, UNDP and manufacturing company Darfood. The increased production and commercialization of groundnuts has helped create over 4,800 jobs, reduced inter-community conflict, and boosted humanitarian supply chains in the Darfur region. Photos: UNDP Sudan/Field Staff

Working in Ukraine

One year of war – and counting – has devastated Ukrainian communities. With the **cost of recovery estimated at \$600–\$750 billion** already, its people will need support for decades to come. UNDP understands that the foundations for the brighter future Ukrainians want and deserve must be laid now.

UNDP’s unique advantage runs deep and wide, and takes different forms: As part of the **UN family**, supporting Ukraine’s sustainable development for **over three decades**. As **trusted partners** of national and local government, NGOs and CSOs. As nearly **400 people** working on the ground (soon to increase by 40%). And as an ongoing **presence before, during and after crises hit**, thanks to the unwavering support of our core contributors.

Our impact so far



Mine action efforts of the UN and partners have reached almost **3.5 million people** (UNDP has been leading UN Mine Action in Ukraine since 2016)



Digital mapping of damaged and destroyed infrastructure (**68 settlements** assessed and **230,000 buildings** mapped)



Assessment of **50 educational facilities** for priority repair



Energy access for **4.5 million people**



Rapid Damage Needs Assessment (RDNA) with the World Bank, across **20 sectors**



Livelihood support for **20,000 businesses and individuals**



9 million people gained access to e-services

Short- to long-term action

Scaling up support to the government in demining and debris removal efforts, enabling emergency workers to access communities

Analysing and assessing multidimensional damage to help identify the urgent priority needs

Helping procure emergency energy equipment to keep the power flowing

Repairing damaged schools, health centres and community buildings

Creating livelihood opportunities so that small businesses can get back on their feet

Strengthening local and national government services

Transforming the country’s energy network by boosting energy security through clean, affordable, renewable energies

HALFWAY TO 2030.

We are already at the midpoint towards implementing the SDGs. Adopted by UN Member States in 2015, the 2030 Agenda set that date as its target year to **achieve the 17 Goals and transform our world.**

Unfortunately, we are experiencing a reversal of progress in the SDGs. A barrage of global crises have posed new challenges to development cooperation, and have exacerbated existing trends like growing inequalities. Just seven years away from the end date, it's tempting to see the SDG glass as half-empty.

Yet despite the setbacks, the **SDGs remain our best chance** to spread prosperity, security and human rights to all corners of the world. The arrival of 2023 brings fresh possibilities for resetting and recommitting to this transformative agenda. By making the right choices, we have the opportunity to accelerate action and deliver real progress for people and our planet.

UNDP relies on key resources from donors – beginning with flexible, core resources. These investments are entrusted to us to pivot and **drive human development forward, at scale, in line with the SDGs.**

How will we get there?



\$3.2 billion in new public and private finance leveraged for the SDGs, with support from UNDP



Funding goal of **\$1 trillion** in public and private finance for the SDGs, set by UNDP's Strategic Plan 2022–2025



Over **40 countries** collaborating with UNDP on debt restructuring and thematic bonds, with **\$11 billion** generated for the SDGs and climate action by the end of 2022



Almost **50%** of our new Accelerator Lab partners are from the private sector, creating significant potential to scale up investment in the SDGs



160+ open-source development solutions available to all, across the SDGs (through the Digital Public Goods Alliance, co-led by UNDP)



UNDP's work on gender-based violence, part of our Gender Strategy 2022–2025, has the potential to **accelerate multiple SDGs**

Sustainable Development Goals ↗



↗ **UNDP SHOP.** Since 2017, people in 130 countries have purchased almost **half a million products** to help actively promote the SDGs.



OUR PEOPLE.

We currently have over **20,000 people working across 170 countries and territories**. We strive to embody the values our organization stands for. We take the well-being of our employees seriously, with a focus on creating a safe, inclusive, innovative and equitable workplace where everyone can grow. Our vision, in line with the Strategic Plan, is clear: **by 2025, UNDP will have built the skills and competencies to respond to the development challenges of the future.**

We aim to do this through the 10 focus areas in our **multi-award-winning People for 2030 Strategy**:

- Strategic Workforce Management
- Sourcing, Attracting and Selecting Top Talent
- Building Capabilities and Developing People
- Excellence in Leadership
- Enabling a High-Level Performance Culture
- Creating a Rewarding Career Experience
- Positive People Experience and Engagement
- Building a Diverse, Inclusive and Equitable UNDP
- Taking Care of Our People
- HR Effectiveness and People Analytics

Our award-winning **Graduate Programme** is a crucial aspect of People for 2030's goal of **increasing workforce diversity** by opening up opportunities for talent from under-represented groups, while building a new talent pipeline of committed professionals for the next generation of UNDP personnel.

We launched our **AI-enabled talent marketplace**, which allows all offices to identify expertise across UNDP. Meanwhile, **new staff learning and development resources** are having a positive impact on organizational culture and performance.

In 2022, UNDP was recognized as having the **second-best internships across the United Nations** by the Fair Internship Initiative (FII) Quality Index.



Michelle Yeoh
Photo: UNDP/Freya Morales

UNDP Goodwill Ambassadors and Advocates

In 2022, our Goodwill Ambassadors and celebrity advocates leveraged their global status and professional achievements to shine a spotlight on the biggest challenges facing our world:

- Moved by the devastating earthquake that struck Syria and Türkiye, **Oscar-winner Michelle Yeoh** penned a guest opinion essay in *The New York Times* in which she detailed her personal experience during the earthquake in Nepal in 2015, pointed the spotlight on the deep inequalities women and girls face during crises, and called for solutions that include women in the decision-making process.
- At the **COP27 Climate Conference**, UNDP Goodwill Ambassadors and advocates promoted the UN Secretary-General's messages around COP27 on social media. In addition, Nikolaj Coster-Waldau and UNDP India's Youth Climate Champion Prajakta Koli participated in UNDP's **Dear World Leaders** initiative, showcased at COP27 and promoted across social media.
- In conjunction with both World Ocean Day and the UN Ocean Conference, UNDP launched a social media campaign spearheaded by UNDP Ocean Advocate Cody Simpson, UNDP Türkiye Life Below Water Advocate Şahika Ercümen, and marine biologists Sylvia Earle and Nayantara Jain.
- Nikolaj Coster-Waldau and Aïssa Maïga joined UNDP and Frankie the Dinosaur centre stage at the Cannes Lions International Festival of Creativity to raise visibility for the **award-winning Don't Choose Extinction campaign**. They called on the creative community to use their influence to fight climate change. The campaign's video has now been **viewed 2.2 billion times**, and translated into **58 languages**.

Global leadership



Achim Steiner
Administrator



Usha Rao-Monari
Associate Administrator



Khalida Bouzar
Regional Bureau for Arab 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



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



Angelique M. Crumbly
Bureau for Management Services



Asako Okai
Crisis Bureau



Kanni Wignaraja
Regional Bureau for Asia and the Pacific



Haoliang Xu
Bureau for Policy and Programme Support



↙ **One for all.**
In October 2022, UNDP convened its global network of country representatives with Member State permanent representatives in New York to discuss the future of development.



* Abdallah Al Dardari – appointment as Assistant Secretary-General, Assistant Administrator and Director of UNDP's Regional Bureau for Arab States announced March 2023. Entry on Duty: May 2023 (tentative).



**Ivana Živković – appointment as Assistant Secretary-General, Assistant Administrator of UNDP's Regional Bureau for Europe and the Commonwealth of Independent States announced September 2022. Entry on Duty: October 2022.



***Michelle Muschett Zimmermann – appointment as Assistant Secretary-General, Assistant Administrator of UNDP's Regional Bureau for Latin America and the Caribbean announced November 2022. Entry on Duty: January 2023

OUR FAMILY.

In 2022, UNDP continued to serve as a thought leader and partner to strengthen connections between **UN's system-wide partnerships and coalitions**, both in response to multidimensional, polycrisis situations, and to help accelerate the achievement of the 2030 Agenda for Sustainable Development and the SDGs.

Bringing UN partners together

Here are UNDP's top UN partners in 2022, working together globally – from Afghanistan to Ukraine – across our Signature Solutions to **address inequality, protect climate and nature, respond to crisis and conflict**, and more:



UNDP was proud to host crucial, specialized functions for the UN's work around the world in 2022:



- UNV deployed **12,408 UN volunteers** as a UN system-wide service, a 14% increase over 2021
- Volunteers representing **179 different nationalities** supported **55 UN entities** in **166 countries**



- **\$1.74 billion** in resources transferred to UN agencies and implementing partners to provide integrated development responses
- **134 programme countries** received pooled financing across the humanitarian, peace, development and climate portfolio



- Supported the development and scaling up of more than **170 digital and financial products and services**, reaching **440,000+** micro, small and medium enterprises (MSMEs) and **16 million people**
- Helped catalyse over **\$550 million** in additional public and private investment capital for sustainable development



- **150 governments, 30 UN entities and international organizations** and many other partners supported to exchange good practices and lessons in South-South and triangular cooperation
- **500+ institutions connected** to work on South-South and triangular cooperation, sharing 1000+ good practices on the digital platform, covering all SDGs
- South-South trust funds benefited **70+ developing countries** in partnership with **20 UN entities**

DIGITAL-FIRST.

Digital is defining how we live, work and interact with each other. Whether technology becomes an empowering force for good or sows more division and exclusion will depend on the choices we make now. Today, 2.7 billion people, mostly in developing countries, are on the wrong side of the **digital divide**. If left there, they will only lag further behind. Yes, digital transformation can enable countries to adapt and to use digital **effectively, systematically and sustainably**—if and when purposefully planned and implemented at a national level. But without intentional efforts to be inclusive and uphold rights, digitalization can reinforce existing inequities in access, power, and patterns of exclusion.

Flagship research by UNDP and the University of Denver found that targeted investments in digitalization, social protection and the green economy could cut the number of people living in extreme poverty by 146 million by 2030. That is why UNDP has invested in becoming a **digitally literate organization** that both applies the latest technology to our own work, and supports developing countries in harnessing the digital revolution.



One billion vaccinations at record speed.

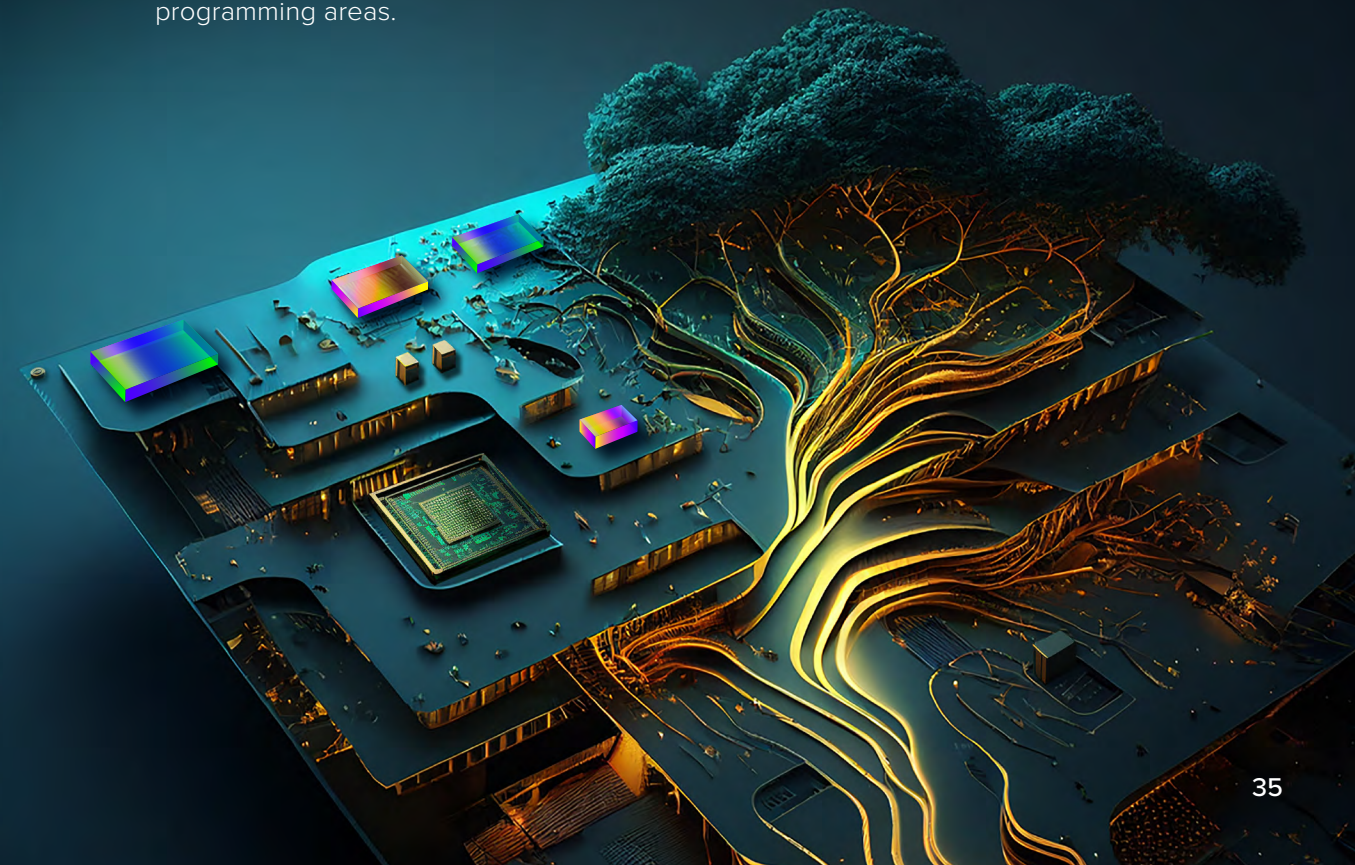
UNDP supported the Indian government's implementation of CoWIN (COVID-19 Vaccine Intelligence Network), the digital backbone of the country's COVID-19 vaccination drive – one of the world's largest. The open, inclusive platform achieved universal vaccination by monitoring vaccine utilization, coverage and wastage. 1.4 billion vaccinations were delivered in under a year across 327,000 centres in India and four other countries, serviced by over 1 million health care workers. Photo: UNDP India

UNDP and digital: a force for public good

Digital is at the forefront of UNDP's future-ready programmes, which aims to realize human gains, not just technological ones. And we will continue to reshape how our organization responds to the monumental challenges our world now faces.

- Our Digital Strategy 2022–2025 lays out how we support countries to build **inclusive, ethical, sustainable digital societies**.
- Realizing the huge potential of digital technologies and their profound ability to **accelerate achievement of the SDGs**, countries throughout the world have been pursuing their digital transformation journeys with UNDP support.
- In 2022, **124 countries** implemented **480 digital solutions for development**.

- UNDP supported over **40 countries** in conducting digital readiness assessments, developing inclusive digital infrastructure, and gaining access to partnerships and open-source technology.
- Our **digitalization partnerships** include the private sector, civil society, NGOs, academia and other development partners.
- With GitHub, we developed the Digital Development Compass, the largest-ever collection of national digital indicators, helping to navigate **inclusive, whole-of-society digital transformation**.
- UNDP co-leads the Digital Public Goods Alliance to make **160+** open-source development solutions available to all, across the **SDGs**.
- With our support, over **40 UNDP Country Offices** have established new capacities for digital justice initiatives.
- In 2022, we supported over **30 countries** on aspects of their national digital strategies.
- We introduced and supported how a data exchange system in **Ukraine** has sustained **social protection and service delivery** despite the war.
- We play a leading role in mobilizing and implementing inclusive, safe, and trusted **digital public infrastructure** (i.e. essential society-wide functions and services like digital forms of ID and verification, civil registration, digital transactions and money transfers, data exchange, and information systems.)
- We launched the Digital X Solutions Catalogue, a marketplace of **100 vetted digital solutions** that are used to accelerate or amplify development impact across UNDP's programming areas.



GETTING SMARTER.

Three decades ago, our Human Development Report (HDR) challenged the dominance of Gross Domestic Product (GDP) as a measure of progress. We've been redefining development ever since. Today, the accumulation of war, global political tensions, the soaring cost of living, hunger, the debt crisis, worsening climate disasters, and the reversal of progress on the SDGs have truly brought us to the brink. It remains uncertain when, if ever, the recovery will take place.

There is hope, however. UNDP's capacities to **detect, listen and learn** from ideas in every part of the world continue to grow. This has allowed us to create new concepts and smarter insights. One of our latest report's groundbreaking discoveries is the **uncertainty complex**, where multiple stresses are reinforcing each other and derailing development. These and other findings from the 2021/2022 HDR and three complementary reports were featured prominently in major international conferences, academic forums and leading media outlets, drawing over **4 million** website visits.

Human Development Report ↘

Pushing the frontier of development thinking

The HDR continued to build on the importance of addressing inequality and insecurity by unlocking human potential, enabling choices, and enhancing people's freedoms and opportunities.

Laying down a viable path

For people to thrive today and tomorrow, the HDR provides evidence of the profound transformation our societies and economies need to ease planetary pressures, expand human development, and achieve the 2030 Agenda.

Providing new insights from innovative new data and metrics

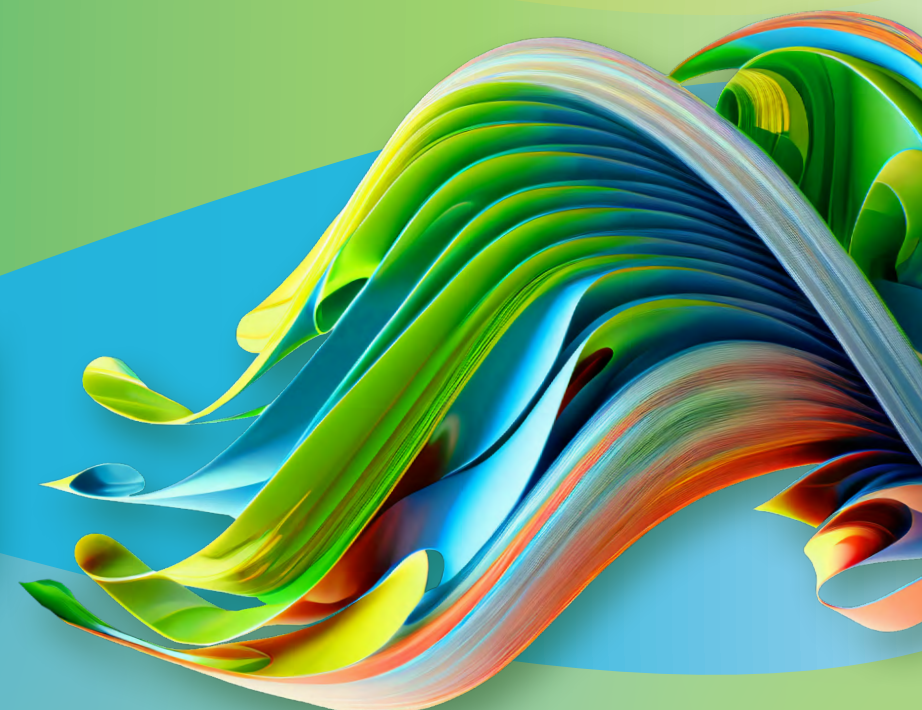
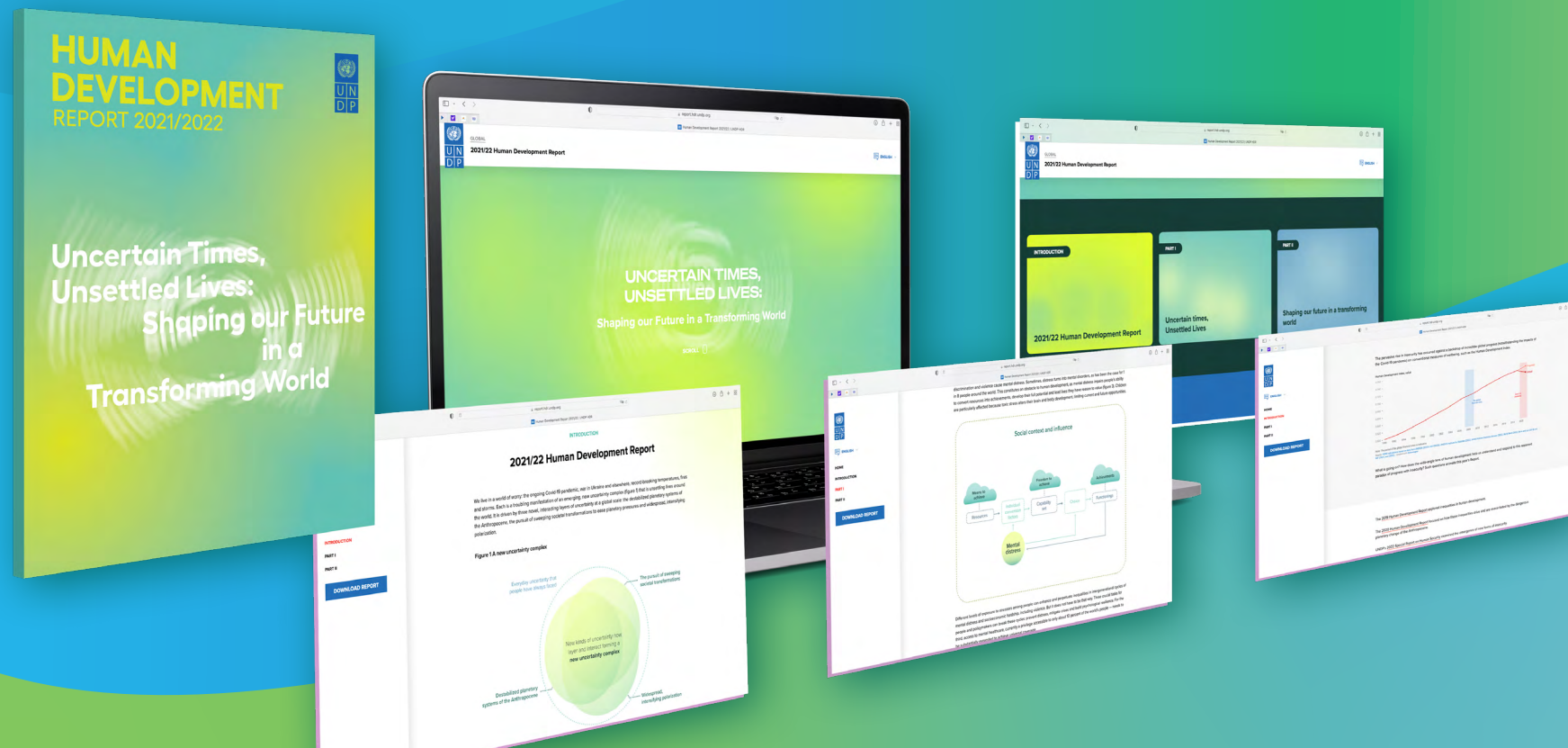
By tracking development progress, we can provide fresh insights around poverty and climate change impacts, empowering people to act for change, and influencing global policy.

Unveiling new "poverty profiles"

The 2022 Multidimensional Poverty Index (MPI) revealed new profiles that offer a breakthrough in development efforts to tackle the interlinked aspects of poverty.

Advancing human development through strong partnerships

Partnerships expand the global dialogue, provide new information, and achieve common goals. The partners, consultants and other stakeholders involved in our reports in 2022 included civil society, youth, South-South representatives, the LGBTQI+ community, experts on the environment and peace, academics, the mainstream media, governments, multilateral organizations, NGOs, think tanks, and the UN system.



MADE POSSIBLE BY:

Top partners



Highlights in 2022

9% decrease in core funding (regular resources)

Core contributions received in 2022 decreased to \$591 million from \$648 million in 2021

14% increase in third-party cost-sharing

Contributions from third-party cost-sharing increased to \$1.92 billion from \$1.68 billion in 2021

42% increase in funding windows

Contributions from thematic funding windows increased to \$119 million from \$84 million in 2021

10 partners increased their contribute to regular resources

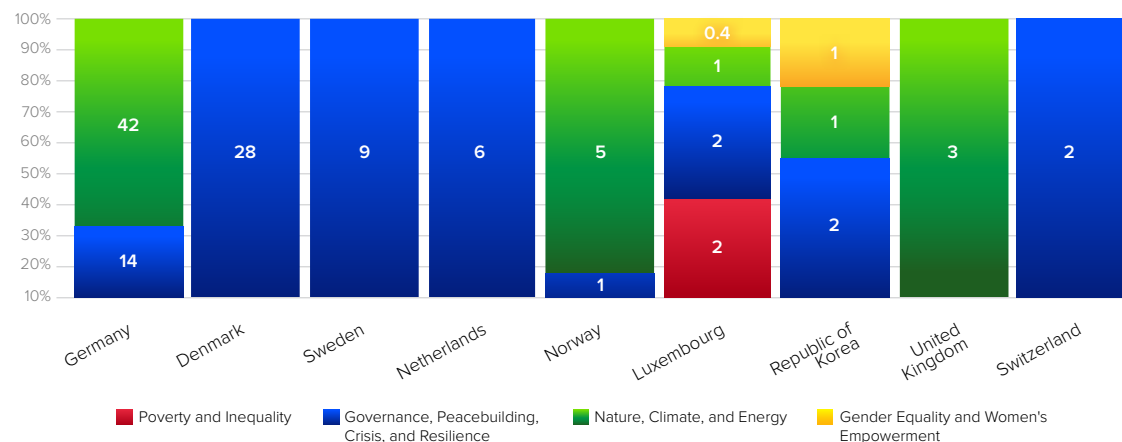
United States, Sweden, Japan, Norway, Australia, Italy, Luxembourg, Austria, Iceland, and Spain (returned) increased their contribution to regular resources

6 new multi-year pledges to contribute regular resources

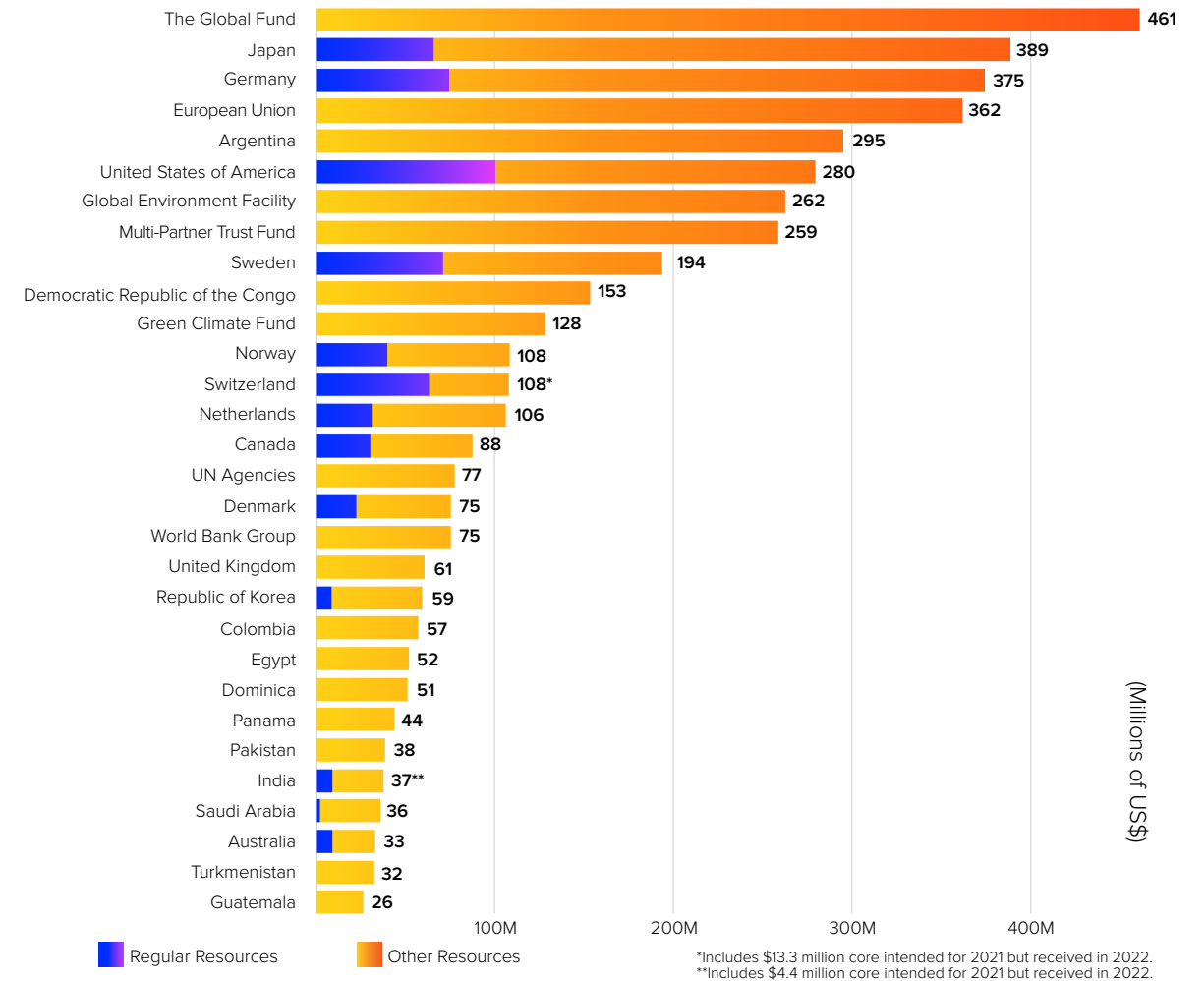
Sweden, Switzerland, Australia, Luxembourg, New Zealand, and Türkiye signed multi-year pledges to contribute regular resources

Funding windows

(Millions of US\$)

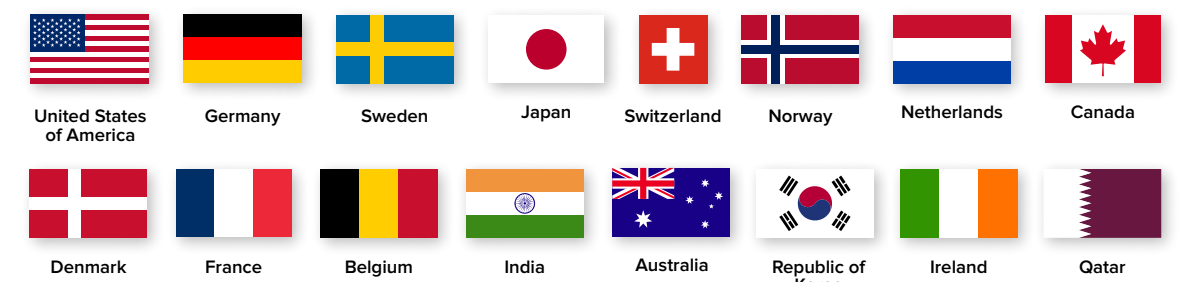


Top 2022 UNDP funding partners



Top core contributors


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



All financial figures are provisional as of April 2023 and subject to change until the completion of audited financial statements.

BEING RECOGNIZED.


Awards




CSO50 annual award for cybersecurity projects that demonstrate outstanding thought leadership and business value. This was the **8th time UNDP has won (more than any other organization)**



UNDP and Hyundai's **for Tomorrow** initiative won an award in the media category at the South by Southwest (SXSW) Innovation Awards



UNDP's **Dear World Leaders** initiative voted People's Voice Winner in the activism category. The Webby Awards are hailed as the "Internet's highest honor" by The New York Times. dearworldleaders.org




Most Effective Emerging Talent Recruitment award for UNDP's **Graduate Programme**



UNDP ranked 7th overall in transparency, **2nd UN agency behind UNICEF** (2022 Aid Transparency Index)



Honours mission-driven work and the social impact of individuals, corporations and organizations worldwide. UNDP's **Don't Choose Extinction** campaign awarded Gold and Silver in two separate categories. dontchooseextinction.com



Chartered Institute of Personnel and Development (CIPD) awarded UNDP's **People for 2030 Strategy**, for:

- Best Learning and Development Initiative for a Public Sector Institution (*Leaders for 2030 Programme*)
- Best Talent Management Initiative (*Graduate Programme*)

Testimonials

“ For many years, UNDP has been an enduring partner of the Government of Bangladesh in its aspirations to scale up public sector innovations and provide more accountable and inclusive public services for its citizens. ”

- Mr. Khandker Anwarul Islam, Cabinet Secretary, Bangladesh

“ UNDP is our strategic ally on the way to achieving the SDGs. ”

- Ms. Sara Omi, President of the Coordinator of Territorial Women Leaders of Mesoamerica and Embera Lead Adviser to the Embera Women Craftswomen's Association, Panama

“ UNDP's Advisory Group on Energy Governance is a truly diverse and first-of-a-kind international group that brings together experts from a variety of backgrounds, cultures, experiences and sectors to solve the governance challenges of ensuring a clean and equitable energy system for the future. ”

- Mr. Sanjay Jaiswal, Member of Parliament, India

“ UNDP has a terrifically important role in advancing environmental justice. Assisting countries with constitutions. Strengthening legislation. Reaching out to judges, prosecutors, national human rights institutions and civil society to raise awareness and empower and protect people, human rights and the planet. ”

- David R. Boyd, UN Special Rapporteur on Human Rights and the Environment

“ Possibly the most significant effort at outlining the SDG opportunity as viable for return-seeking investors. ”

- Yofi Grant, CEO of the Ghana Investment Promotion Centre (on Ghana's SDG Investor Map)

North America

- New York headquarters

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, Montserrat, 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
- Peru
- Suriname
- Trinidad and Tobago (covering Aruba, Curacao, Sint Maarten, Trinidad and Tobago)
- Uruguay
- Venezuela

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
- Türkiye
- Turkmenistan
- Ukraine
- Uzbekistan

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 Centre 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

UNDP working at the global, regional and local levels

THE FUTURE IS FOR ALL. AND WE CAN SHAPE IT.

Africa

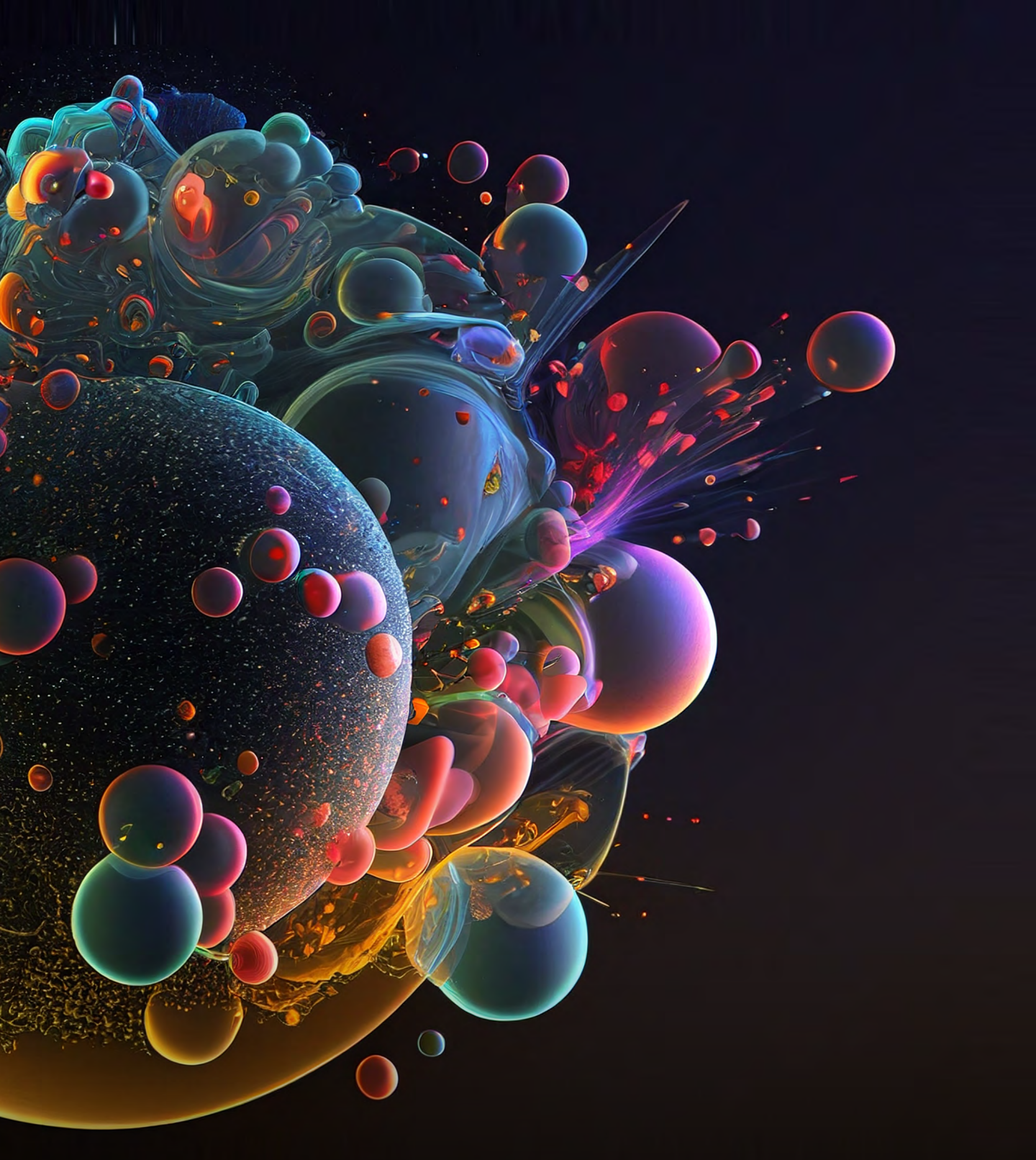
- **Addis Ababa Regional Service Centre**
- Angola
- Benin
- Botswana
- Burkina Faso
- Burundi
- Cameroon
- Cape Verde
- Central African Republic
- Chad
- Comoros
- Côte d'Ivoire
- Democratic Republic of the Congo
- Equatorial Guinea
- Eritrea
- Eswatini
- Ethiopia
- Gabon
- The Gambia
- Ghana
- Guinea
- Guinea-Bissau
- Kenya
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritania
- Mauritius and Seychelles
- Mozambique
- Namibia
- Niger
- Nigeria
- Republic of the Congo
- Rwanda

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



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