



**UNITED NATIONS  
DEVELOPMENT PROGRAMME  
ANNUAL REPORT 2023**

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## FOREWORD

# UNITY WILL WIN

With a calendar date that will go down in history as marking the official end of the COVID-19 pandemic -- the global disruption experienced simultaneously by the largest number of people worldwide since World War II -- 2023 should have been a year of pure optimism. Instead, it marked a time in which very little felt safe, secure, or straightforward. Conflict proliferated from Sudan to Ukraine to Gaza, with the highest number of conflicts worldwide in 80 years. Incredible technological advances, too, began exposing their own vulnerabilities: for instance, artificial intelligence-powered misinformation was considered the world's biggest short-term threat by the business community and the cloud generated a bigger carbon footprint than the airline industry. Important development advances were overshadowed by pervasive inequalities: the gender gap in education narrowed, with some glaring exceptions like Afghanistan, and yet women had equal legal rights to men in only 14 countries in the world.

This was the complex, uncertain context in which UNDP operated in 2023, with multilateralism itself in a deep state of flux. Throughout, however, we held that international cooperation was deflated, not defeated. The green shoots of development were also visible: a new, highly effective malaria vaccine; a boom of investment in renewable energy overtaking fossil fuel investment for the first time; a doubling, since 2021, of the number of countries making scientific knowledge, infrastructure, and data freely accessible to all. Though progress against targets remained stubbornly off track, the Sustainable Development Goals (SDGs) gained traction as a unifying compact, symbolized by the fact that three-quarters of investors tracked their investments using the SDGs, a modest but hopeful improvement on previous years.

The people I met in the course of my work and field visits last year inspired me to redouble our efforts as UNDP: the officials we worked with to raise funds and ideas in the aftermaths of the catastrophic floods in Pakistan and the devastating earthquake in Türkiye; the ecosystem of insurance companies, politicians, sailors and activists that helped to save the FSO SAFER tanker off the coast of Yemen and -- against all the odds -- avoid a potentially catastrophic environmental disaster in the Red Sea; the innovators and start-up entrepreneurs I met in Rwanda, a nation that almost 30 years ago had lost all reason for hope, now creating its innovative future; the Finance Minister and her team with whom we worked on Uruguay's first sustainability-linked bond.

The people who inspire me include 28-year-old Sofia, a musician, teacher and mother who, standing on the rubble of her destroyed house in Irpin, Ukraine, played the flute to express her resilience and humanity in the midst of war. They include all of my colleagues serving in Gaza, including our UNDP colleague Issam Al Mughrabi, who worked with UNDP for 30 years before he and his family were killed by an airstrike in December. These are the people to whom we dedicate our efforts.

The results captured in the pages that follow are illustrations of what was possible in 2023 with your support and deliberate strategic investments in key initiatives. Through our new Crisis Offer, we stayed and served the people of all 60 countries defined as 'fragile' by the Organization for Economic Co-operation and Development (OECD). Through our Digital Strategy, we supported the advancements in digital public infrastructure as a centrepiece of poverty eradication efforts. Through our Climate Promise and current global climate assistance portfolio, we helped to usher climate financing into the heart of national development strategies, while supporting over 140 countries to access \$2.3 billion in green grants. Through our Sustainable Finance Hub, we leveraged almost \$15 billion in additional investment in the SDGs from thematic bond issuances. Through policy innovation, sound fiscal and risk management, and future-focused investments, we contributed to and delivered important development results, surpassing our highest financial delivery in over a decade in the process.

To each of you, I offer my sincere thanks and I call on your continued trust and support. As societies become increasingly polarized, investing in development and the public institutions that are central to providing development solutions to countries and people, is more important than ever. UNDP's forthcoming Human Development Report explores these challenges in depth. History has shown us what happens when trust breaks down, when laws and language dehumanize, when violence is normalized, and when people's human rights and freedoms collapse as others look away. Our commitment at UNDP is to not look away. We stay and serve.

Through our universal presence, we have grown up embedded with the peoples of the United Nations -- the communities of the world whose ideas and innovation are shaping the future of development. With our feet on the ground and our eyes on the future, we remain committed to helping those furthest behind to catch up. Only then can we all move forward together.



**Achim Steiner**  
Administrator  
United Nations  
Development Programme



Photo: UNDP Ukraine/Andriy Krepykh

## OUR OFFER

### Our Strategic Plan

UNDP's Strategic Plan 2022-2025 is our development promise. It is our promise to work with a diverse range of partners to support countries, tackle multidimensional poverty, promote gender equality, strengthen accountable and inclusive governance, increase energy access, and build resilience to crises and climate change. It sets out ambitious goals as we work **across 170 countries and territories, so that millions of people can improve their lives.**

### Our signature solutions

Our Strategic Plan is centred around **six core development areas**, known as our signature solutions. Through these, we help countries meet evolving priorities, address structural barriers and create opportunities for a sustainable, inclusive future.

We work with others to overcome the greatest development challenges of our time. Calling for a level of **scale, speed and impact**, UNDP has set **four "Moonshots"** – ambitious goals that we help advance by working closely with our partners: Member States, UN agencies, international financial institutions, civil society and NGOs, academia, and the private sector.

Our promise is to support countries solve immediate development challenges and shift underlying structures towards green, inclusive and digital pathways.

### Enablers

Our signature solutions and moonshots are powered by three enablers – **digitalization, innovation and finance** – to accelerate development impact.

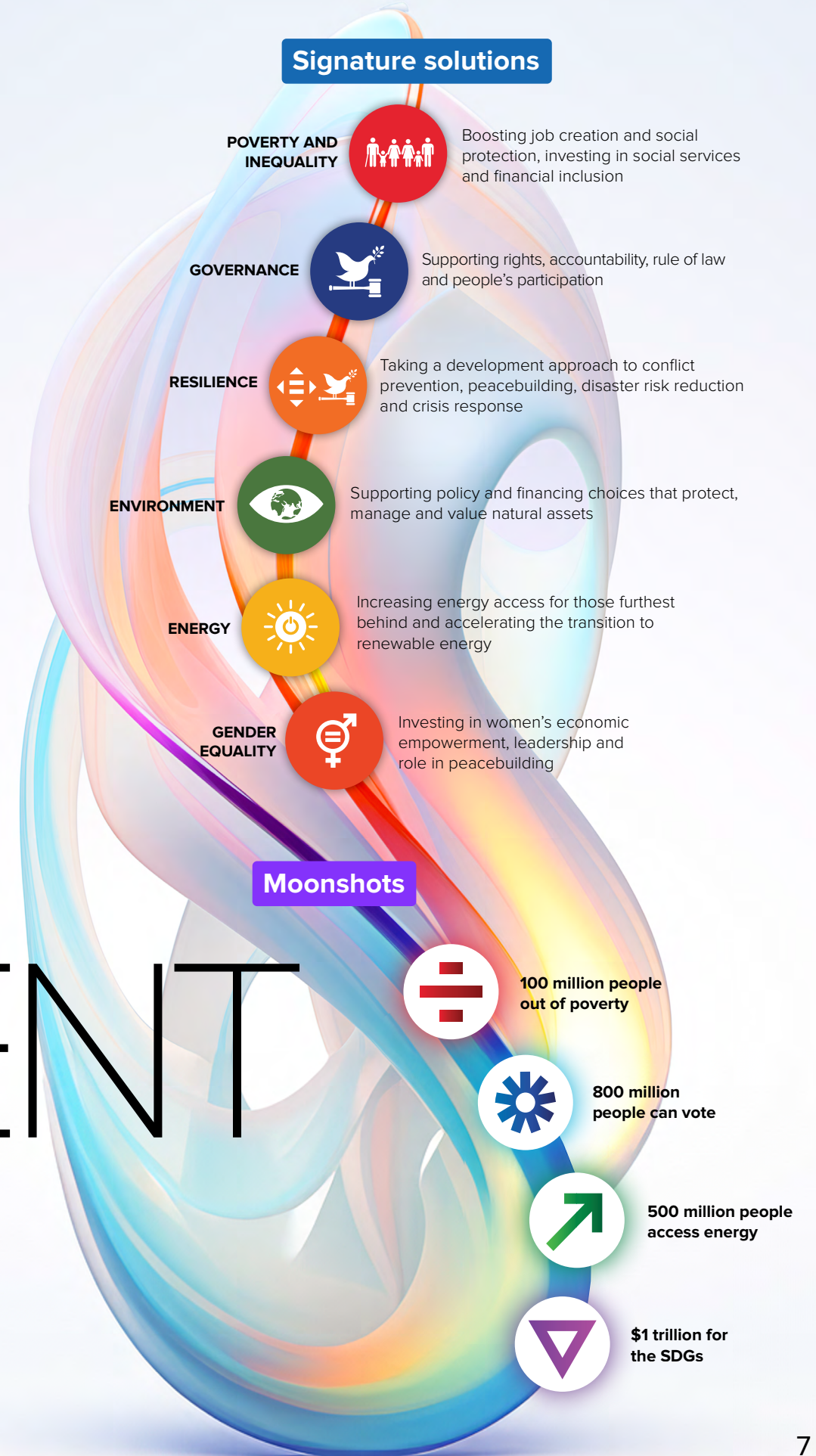
### The SDGs

As the backbone of UNDP's offer, our signature solutions contribute towards building the world envisaged by the **17 Sustainable Development Goals (SDGs)**.

Let's build connections. Let's make a difference. **And let's be future-smart about it.**

# DEVELOPMENT PROMISE

Unless otherwise stated, data is reported as at January 2024.



**GLOBAL AMBITION:**  
POVERTY AND INEQUALITY

# LET'S THRIVE AS ONE

## Unlocking potential, ending poverty

Today, almost **700 million people live in extreme poverty**, predominantly in conflict-affected countries and rural areas. One-third of adults – 1.7 billion – are still unbanked and 675 million people still lack access to electricity. If unchecked, the climate crisis may drive 135 million people into poverty by 2030.

UNDP's ambition and **Poverty Moonshot** is to help 100 million people escape persistent multidimensional poverty and vulnerabilities by 2025 through systemic change.

Our **signature solution on poverty** focuses on creating jobs and livelihoods, supporting micro-small and medium enterprises (MSMEs), providing better social protection coverage, improving access to social services, and expanding financial inclusion. To leave no one behind, we aim to reach low-income and vulnerable groups, youth, women and informal workers.

**UNDP's partnerships** over the past two years have supported 97 countries to generate much-needed jobs and livelihoods, benefiting over 20 million people in fragile contexts alone. We assisted 63 countries to strengthen social protection systems and expanded financial inclusion for 38 million people.

Our **SDG Insights** and **Human Development Reports** use advanced analytics and systems thinking to identify interlinkages and knock-on effects with the best potential to accelerate the SDGs. UNDP launched 95 Integrated SDG Insights Reports in collaboration with governments ahead of the SDG Summit in 2023.

**Our collective efforts have impact.** For example, UNDP is supporting the creation of 50 million jobs for youth across Africa. Today, a network of 32 country chapters of **YouthConnekt** (pictured below) provides financing and training to youth-owned businesses. With each business having the potential to employ 10+ people, YouthConnekt creates a multiplier effect to reach scale. In Asia and the Pacific, the Youth Co:Lab – active in 28 countries with over 210 partners on the ground – promotes inclusive entrepreneurship and social innovation.



### MOONSHOT: POVERTY

Enabling 100 million people to escape multidimensional poverty by 2025

#### What's our progress?

Since 2022, UNDP has provided direct support to 130 countries:

- ✓ 97 countries on jobs & livelihoods
- ✓ 63 countries on social protection
- ✓ 57 countries on better health services
- ✓ 60+ countries on MSMEs\* support
- ✓ 30+ countries on financial inclusion
- ✓ 22 countries on displacement

\*Micro, small and medium enterprises

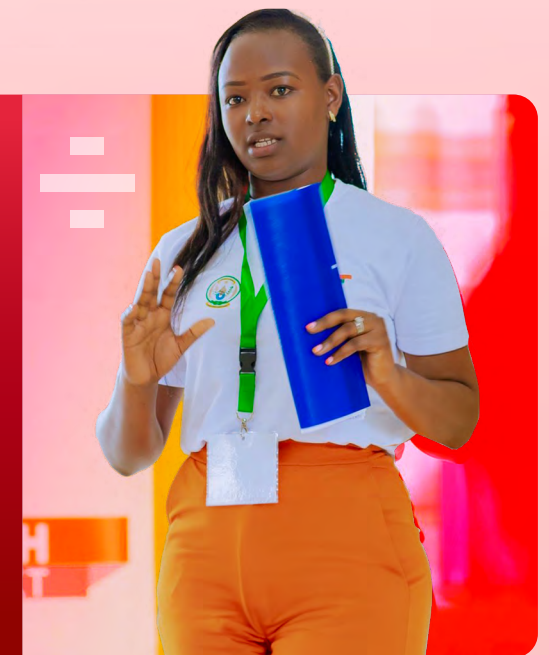
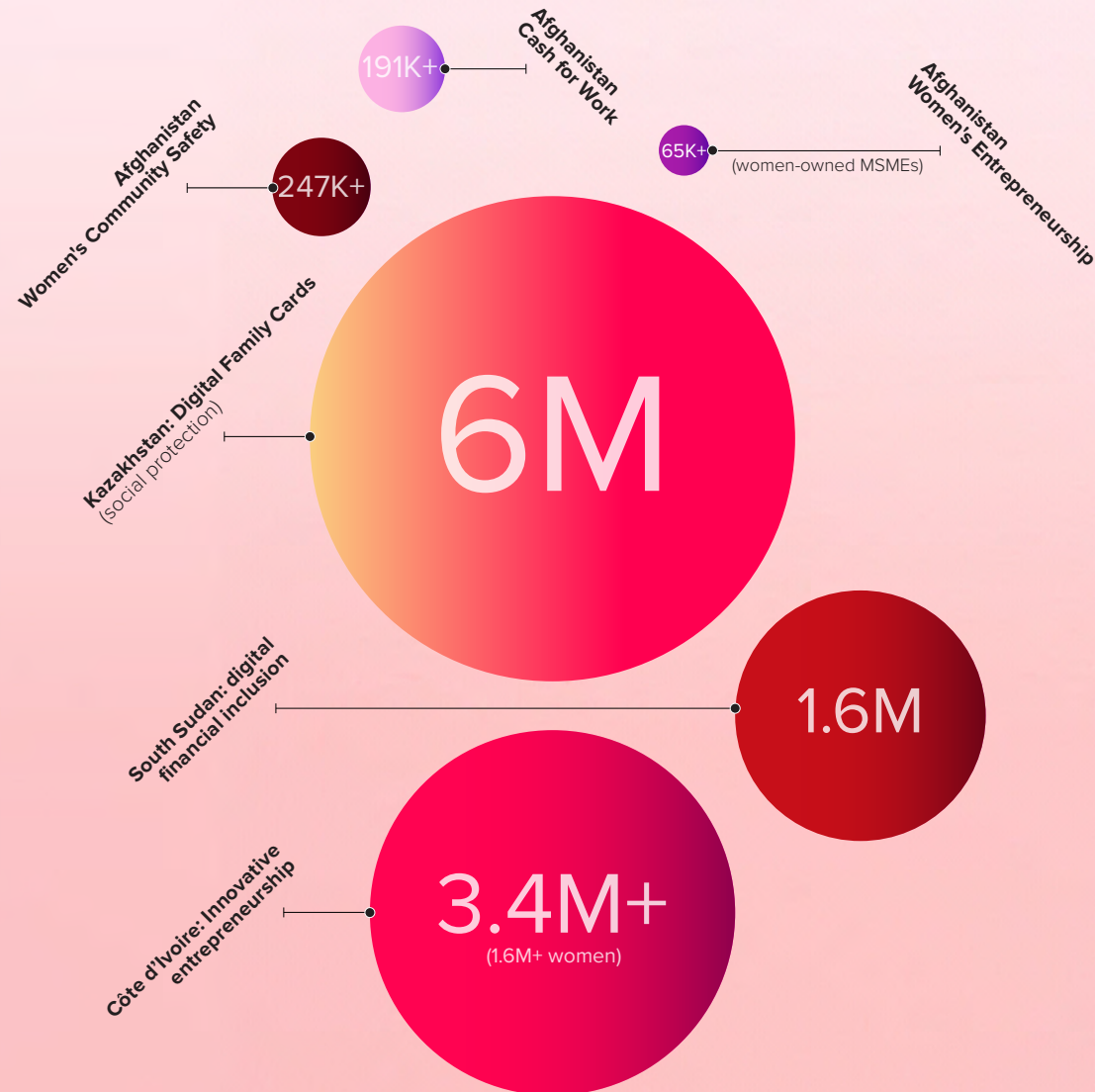


Photo: YouthConnekt Rwanda

Ending poverty in all its dimensions means addressing the social and structural roots of **gender inequality**. Unpaid care work – representing 11% of global GDP, or around \$12 trillion per year – is largely shouldered by women. Our efforts address the structural barriers to gender equality through enhanced social protection systems, care policies, and fiscal reforms, and expanding women’s access to essential services.

In Bogotá, **Colombia** – where about 1.2 million women provide unpaid care – the municipality, in partnership with UNDP, UN Women, the World Bank, and others, developed a Care Geo-referencing Map, which matches the demand and supply of care services and increases the accessibility of such services for women. The tool has already been replicated in **Uruguay** and the **Dominican Republic**.

**NUMBER OF PEOPLE SUPPORTED BY SELECTED UNDP INITIATIVES SINCE 2022**



Despite progress on preventing and treating HIV, AIDS claimed one life every minute in 2022. During that year, some 9.2 million people living with HIV received no treatment for their illness. Marginalized groups continue to be left behind. In 2023, UNDP’s partnership with the **Global Fund**, including WHO and others, strengthened health outcomes, preparedness and systems in 57 countries, providing 1.68 million people antiretroviral treatment for HIV and more than 3.1 million HIV tests. Since 2003, UNDP’s partnership with the Global Fund has contributed to saving more than 7.3 million lives.



**From isolation to mediation**

The denial of education and limited employment opportunities for women has increased mental health issues among women and girls. In response, UNDP Afghanistan helped orchestrate a training course on conflict mediation in Herat. The course led to the creation of Community Safety Planning Committees as a safe space for ongoing dialogue, resolution and empowerment. Amina (foreground) is a prominent committee member.

Photo: UNDP Afghanistan



**Financing, reimagined**

Sanduk is a traditional, communal savings and lending practice in South Sudan used mostly by women unable to access credit or subject to predatory high-interest rates. Now, the digitalizing of Sanduk is spurring financial inclusion for 1.6 million people, benefiting Bhakita and her hotel business, among many others.

Photo: UNDP South Sudan Accelerator Lab/Buay Tut

**GLOBAL AMBITION:**  
CLIMATE, NATURE AND ENERGY

LET'S  
CLEAN  
AND  
COOL

## Pivoting our planet's future

**2023 was the hottest year on record.** But ambition in Nationally Determined Contributions (NDCs) has increased steadily since 2015, and new pledges could deliver the 1.5°C goal the world needs. Since its launch in 2019, UNDP's **Climate Promise** has supported 85% of developing countries – representing 25% of global greenhouse gas (GHG) emissions – to raise their NDC ambition.

We remain one of the most visible drivers of climate policy, and the largest provider of climate assistance in the UN system. At the end of 2023, the total size of **UNDP's current global climate portfolio was \$2.3 billion** (under implementation and/or approved), supporting 142 countries and directly benefiting more than 37 million people, nearly half of whom are women.

Our **Energy Moonshot**, in partnership with others, is increasing access to affordable, reliable and clean energy – which are pre-conditions for economic growth and poverty reductions – and helping countries accelerate the just energy transition. Since 2022, UNDP's energy-related projects mitigated **82 million metric tonnes of CO2 emissions**, the equivalent to taking 18 million cars off the road.

In **Armenia**, UNDP is helping to link decarbonization with more inclusive energy access through a \$20 million Green Climate Fund (GCF) grant and \$16 million in public and private investment. In Havana, **Cuba**, the introduction of an electric tricycle fleet, primarily operated by women, has facilitated the movement of over 1.48 million passengers in its first 15 months of operation.

UNDP's **\$1.13 billion climate adaptation portfolio** helps countries reduce vulnerability to the impacts of climate change, particularly at the local level. In 2022-2023, our partnership with the Global Environment Facility's (GEF) Small Grants Programme (SGP) has directly enabled over 800,000 people to address global environmental issues and improve livelihoods, through \$84 million in grants and \$89 million in co-financing to 2,443 community-based organizations.



### MOONSHOT: ENERGY

Bringing access to sustainable, affordable and reliable energy to 500 million more people by 2025 and accelerating the just energy transition

#### What's our progress?

Since 2022, UNDP has provided direct support to 118 countries\*:

- ✓ 55M people with access to renewable energy
- ✓ 34M people making productive use of energy (health, water, agriculture, infrastructure, transport)
- ✓ 100M indirect beneficiaries (through policy and regulatory frameworks, market development, and capacity building)
- ✓ 330 projects including transitions to renewable energy

\*Data refers to the period 2022 to 2025

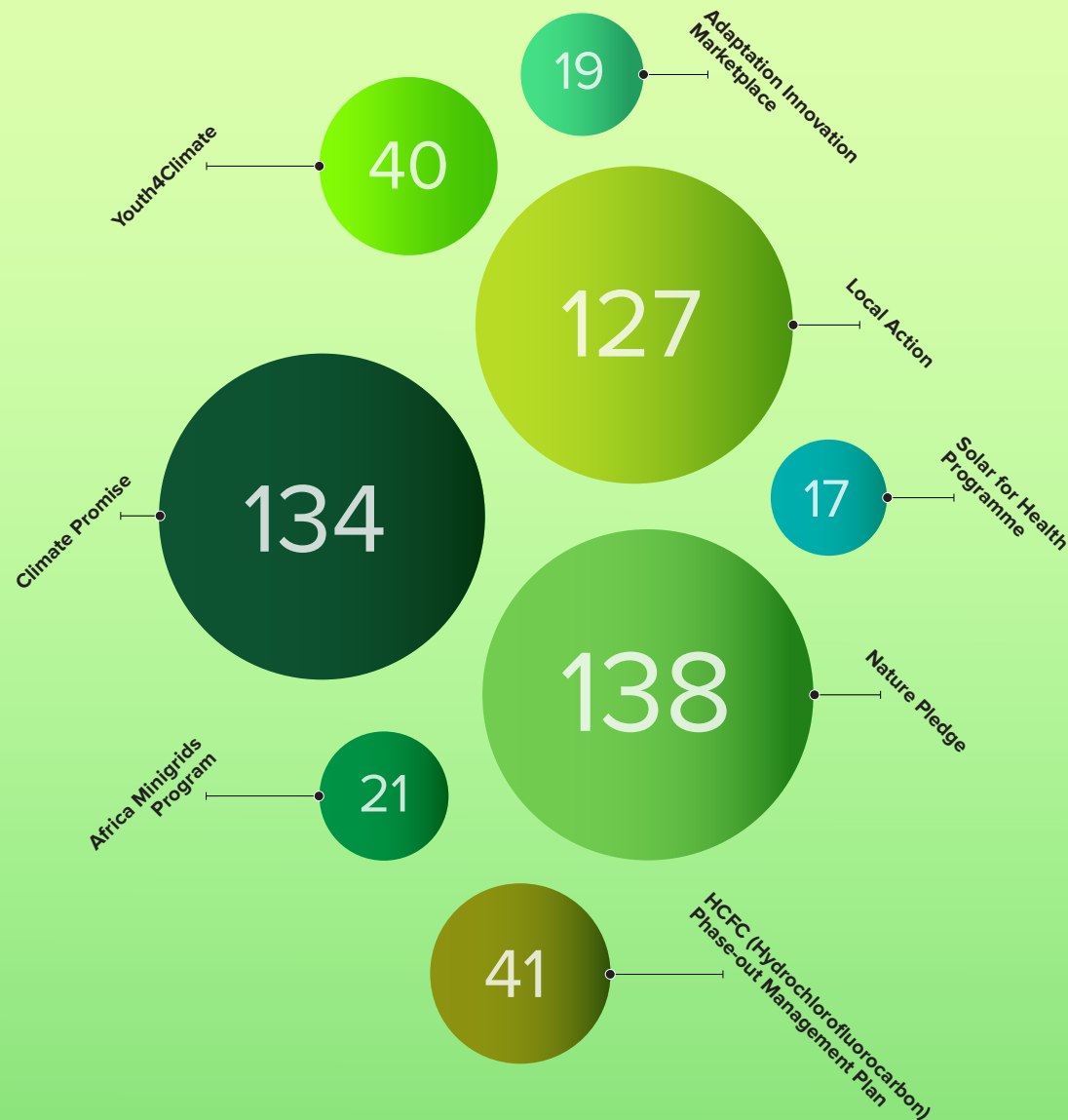


Photo: Mark Miller/Plenty Belize-UNDP GEF SGP

By year-end 2023, over **105 million hectares of terrestrial ecosystem**, an area larger than the size of Egypt, were placed under improved management. In the **Maldives**, through a new climate-resilient Integrated Water Resources Management system, one-third of the population in the most vulnerable outer islands now have an uninterrupted, safe water supply.

Our **Montreal Protocol** portfolio supports 120 countries in phasing out 70,116 tonnes of chemicals that are harmful to the people and planet, with a total of \$1.08 billion received from the Multilateral Fund and GEF. Our \$560 million chemical and waste portfolio supports almost 80 countries promote circular supply chains.

**NUMBER OF COUNTRIES SUPPORTED BY SELECTED UNDP INITIATIVES SINCE 2022**



Building on our ongoing nature-related portfolio, UNDP launched a new **Nature Pledge** to shift how we value nature and ensure that economic and investment decisions are nature-positive. UNDP has mobilized resources to support 91 countries in developing and implementing their national biodiversity finance plans in collaboration with UNEP, the GEF and the UN Convention on Biological Diversity Secretariat.



**Biodiverse discoveries**

Vi Thi and other women from Viet Nam's Nghe An province are working to redefine how medicinal herbs are cultivated and preserved, thus protecting biodiversity and building livelihoods. This transformative gender project is supported by UNDP and the Global Environment Facility (GEF).

Photo: UNDP Viet Nam/Phuong Dung

**Global solar system**

Akouavi, from Togo, is one of over 3,500 rural women from 93 countries who have become Solar Mamas. The GEF Small Grants Programme, implemented by UNDP, has installed 175,000 solar systems in villages around the world. It not only trains students to become solar technicians, but also teaches them about women's rights, health and safety, environmental stewardship, tech literacy, and more.

Photo: Lar Boland/Barefoot College International





# LET'S MAKE VOICES COUNT

## Enabling democratic governance

The 2023 **global progress report on SDG 16 indicators** highlights that progress on inclusive governance and peaceful societies is stagnating or reversing. In 2024, more than half of the world's population will be going to the polls, making it the biggest year for elections in history. However, challenges such as extreme political polarization, misinformation in the media, and non-acceptance of election outcomes can lead to violence and instability.

UNDP takes a **holistic approach** to governance, enhancing people's participation and respect for human rights – particularly for women, youth and other marginalized groups – and strengthening accountability and rule of law.

We offer strategic assistance to between 40 and 50 countries annually throughout their electoral cycles, mainstreaming gender equity and developing new digital tools to prevent misinformation and hate speech. From 2022 to 2023 alone, UNDP and Member States worked together to support elections with over 400 million registered voters, achieving 50% of our **Elections Moonshot** target.

In **Vanuatu**, (pictured below), a comprehensive package of electoral reforms is modernizing fragmented electoral laws to promote greater integrity in the electoral process. In **Mozambique** and **Libya**, UNDP has used eMonitor+ to address online violence against women in politics. And in the **Philippines**, a country with more than 65 million voters and 1.4 million candidates, nearly 500,000 women ran for office in 2023, representing an increase from 20% to 35% compared with previous elections.

UNDP's work on rule of law and inclusive governance promotes access to legal identity, justice and human rights. In 2023, UNDP helped more than 25 countries improve their **civil registration and national ID systems, including through digitalization**.



### MOONSHOT: ELECTIONS

Supporting 800 million people to participate in elections – many for the first time – by 2025

#### What's our progress?

Supported election participation by:

- ✓ 110.7 million registered voters in 2022 (14 elections)
- ✓ 328.4 million registered voters in 2023 (22 elections)
- ✓ Over 439.1 million registered voters by the end of 2023

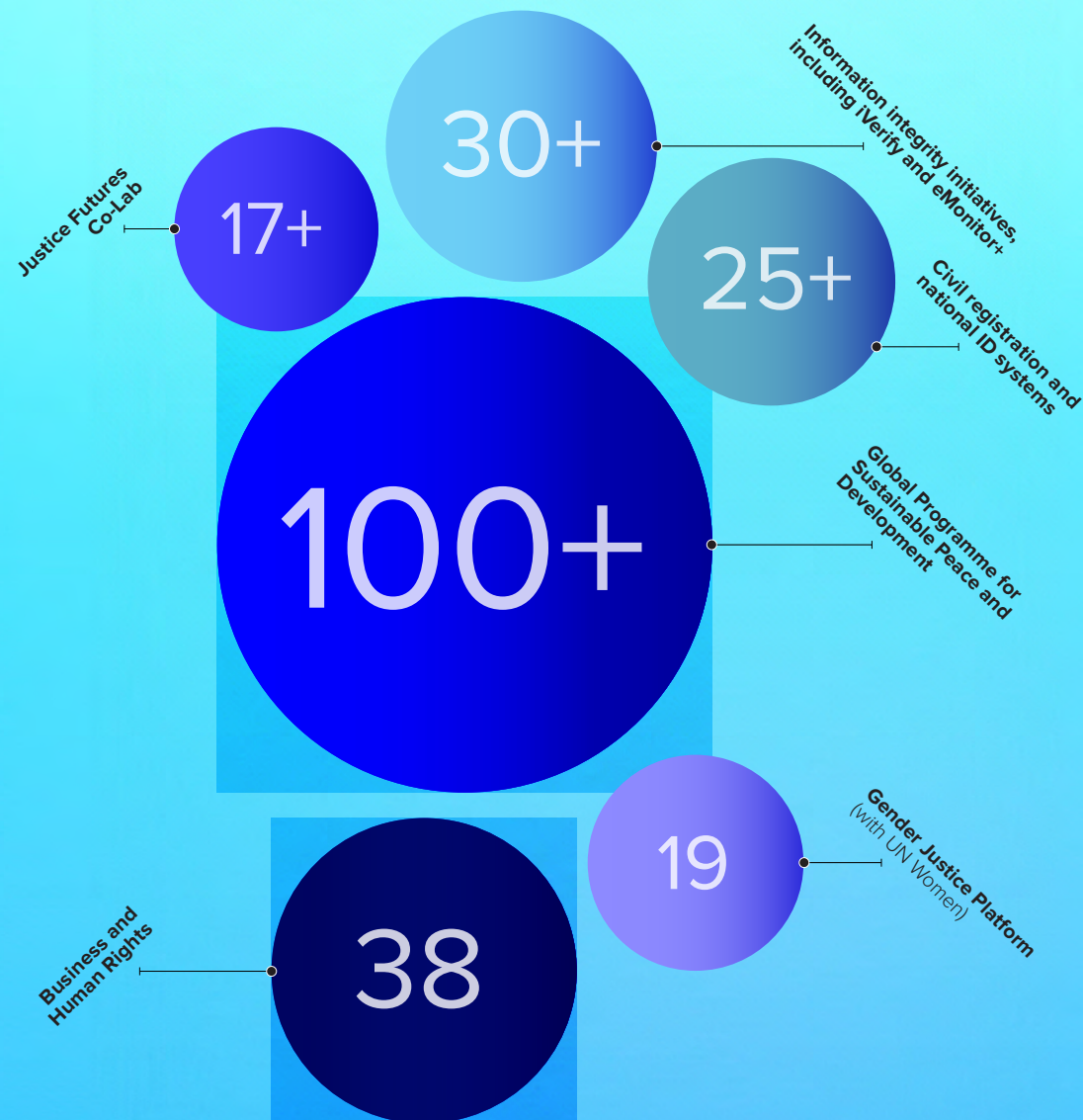


Photo: UNDP Vanuatu

In **Tajikistan** and **Cameroon**, UNDP helped set up mobile birth registration services to ensure that no child remains invisible in hard-to-reach places. In **Yemen**, more than 205,000 Yemenis have benefited from community safety, legal empowerment, gender justice and detainee protection initiatives since 2021.

Through our **Anti-Corruption Innovation Initiative**, UNDP supports nine countries to implement digital solutions for anti-corruption in various areas of public service delivery: grievance redress mechanisms in **Bangladesh** and **Nepal**; the justice sector in the **Democratic Republic of the Congo** and **Rwanda**; environmental resource management in **Sri Lanka** and **Uganda**; and procurement in **Nigeria**, **Tanzania** and **Vietnam**.

**NUMBER OF COUNTRIES SUPPORTED BY UNDP SELECT INITIATIVES SINCE 2022**



In 2024, UNDP will work with its partners, including the International Anti-Corruption Academy and UNODC, on developing methodologies and indices to measure corruption in public procurement, and business integrity, supporting member state compliance with the UN Convention against Corruption (UNCAC).



**Holistic inclusion and protection**

Violence, abuse, and discrimination against the transgender community is worldwide and, alarmingly, on the rise. In response, UNDP Pakistan conducted workshops across the country with over 250 stakeholders to develop the National Strategic Framework for Transgender Persons Protection and Political Inclusion. The framework represents a crucial national milestone towards a more diverse and equitable democracy.

Photo: UNDP Pakistan



**Identifying children for life**

To increase the birth registration rate and legal identity among its people and remove barriers facing the more vulnerable, the Tajikistan government partnered with UNDP and others to take legislative and policy reform steps to ensure that no child is left behind. A free Mobile Civil Registry Office was also launched to reach families in landlocked, mountainous areas.

Photo: UNDP Tajikistan/Nozim Kalandarov

# LET'S INVEST SMART- ER

## Fueling the SDGs

According to the most recent estimate from UNCTAD, the **annual SDG investment gap has grown to an estimated \$4.5 trillion**. Yet, global wealth is estimated at more than \$450 trillion. The current financial system is not working for people or planet.

UNDP partners with governments, development and commercial banks, financial institutions, and the private sector to achieve its \$1 trillion **Finance Moonshot** by promoting investment towards the SDGs. Our work on public finance – tax, budgeting, debt and insurance – and private finance, including SDG Impact Management and Measurement, have contributed to aligning over \$200 billion investment in the SDGs.

On **Tax for the SDGs**, UNDP is supporting 51 jurisdictions on tax audits, tax system assessments against the SDGs and domestic tax design. Since 2015, through the joint OECD-UNDP Tax Inspectors Without Borders Initiative (TIWB), UNDP has contributed over \$2 billion in additional tax revenue in developing countries.

On **Debt for the SDGs**, in 2022-2023, UNDP supported governments, with their financial partners, and issued nearly \$14.75 billion in new thematic bonds across Indonesia, Uzbekistan, Mexico, Fiji, Rwanda, Uruguay, Bolivia and Cabo Verde.

On **SDG Budgeting**, UNDP provides policy advisory support to more than 50 countries analysing SDG trade-offs and synergies and strengthens SDG monitoring capacity. In one year, UNDP helped the Government of Columbia increase its budget for SDGs by \$4 billion.



### MOONSHOT: FINANCE

Promoting over \$1 trillion of public expenditure and private capital in the SDGs by 2025

#### What's our progress?

Since 2022, UNDP has provided direct support to:

- ✓ \$100B in aligning<sup>1</sup> budgets with SDGs
- ✓ \$14.75B leveraging<sup>2</sup> debt instruments
- ✓ \$100B private capital aligned through SDG Impact Management with stock exchange & investment funds

Financial Year 2022-2023 estimates



Photo: UNDP Peru/Bruno Camara Rojo

1. UNDP defines 'alignment' as working with partners to contribute to increased impacts on the SDGs from existing resources that are being invested by public or private entities.

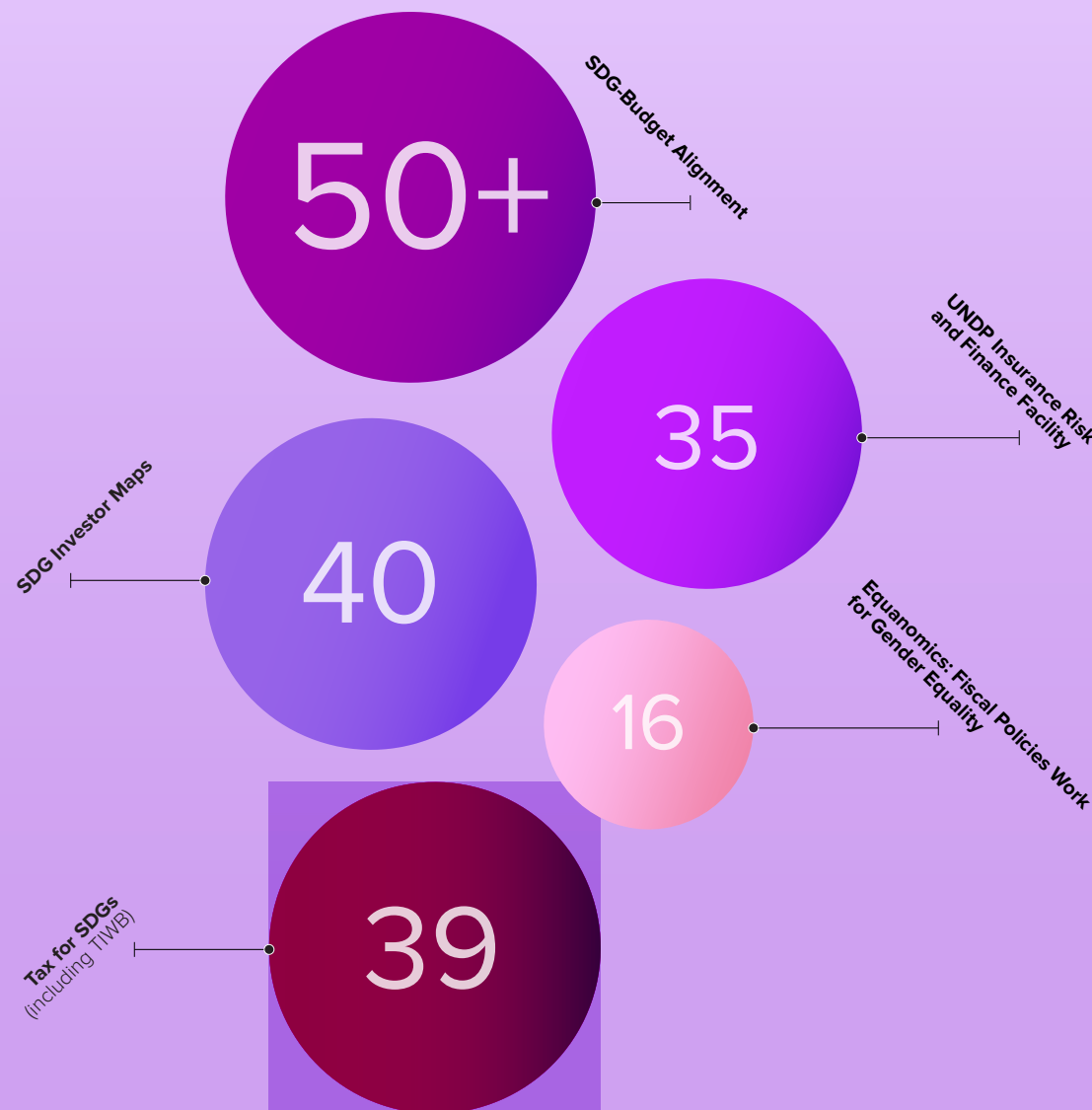
2. UNDP defines 'leverage' as working alongside other partners to contribute to the generation of new resources that will be invested in the SDGs by public or private entities.

Sustainable finance is an enabler across everything UNDP does, including links with all UNDP's signature solutions.

For example, UNDP has set a target to channel \$100 billion towards gender equality, in part through gender-responsive fiscal policies and tax reforms. Our global flagship initiative – **Equanomics: Making fiscal policies work for gender equality**, currently working in 16 countries and aiming to reach at least 30 countries by 2027 – is influencing tax policies, public expenditure and beyond.

In February 2024, UNDP hosted the first **Global Dialogue on Fiscal Policies and Tax for Gender Equality** in Istanbul with Ministries of Finance, tax authorities, civil society and academia to identify institutional and policy reforms required to implement tax and fiscal policies that support gender equality and expand domestic resource mobilization.

**NUMBER OF COUNTRIES SUPPORTED BY UNDP INITIATIVES IN 2022 AND 2023**

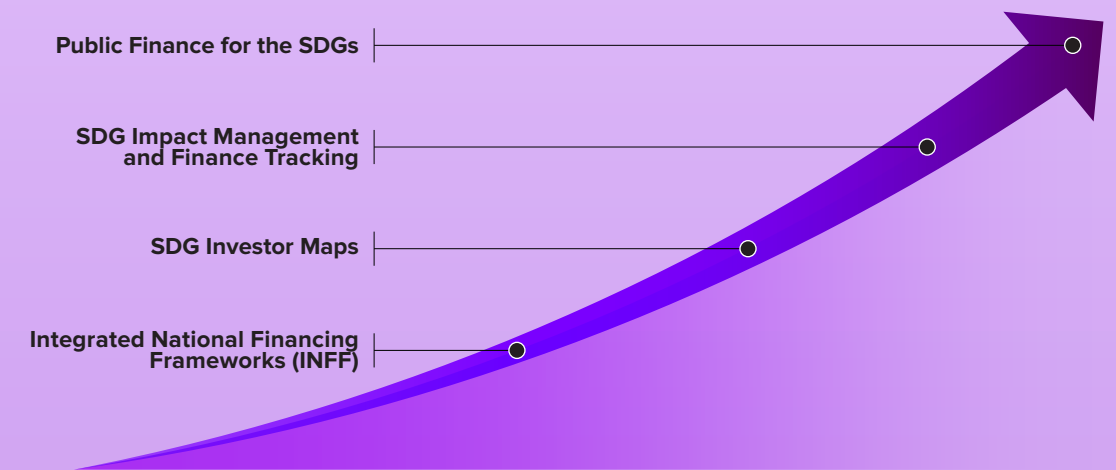


UNDP supports countries to increase their access to **climate finance** from multilateral climate funds, including the GCF, the GEF, the Adaptation Fund (AF) and Montreal Protocol Fund (MLF). Grants from the GEF, GCF and AF have reached \$4.6 billion, supporting over 140 countries. In 2023, \$293 million in grants were approved by the GEF, GCF and MLF. An additional \$467 million was also committed by the GEF.

In 2023, **UNDP supported the Government of Uzbekistan to mobilize private investment in its green bond issuance** of \$350 million on the London Stock Exchange. Proceeds will be used to finance environmental, transportation and sanitation initiatives. UNDP supported the development of the SDG bond framework for the issuance and the identification of eligible green projects and strengthened capacities to support reporting on use of the proceeds.

UNDP is also **demonstrating the potential of global capital to achieve the SDGs through impact measurement and management**. Working alongside the International Organization for Standardization (ISO) and training providers, we have engaged stock exchanges, investment funds, banks and other financial actors with assets exceeding \$1.4 trillion to strengthen capacities for aligning private investments with the SDGs. In 2023, we launched a partnership with Thailand's Stock Exchange, with a market capitalization of \$513 billion. In addition, UNDP and the U.S. Securities Exchange Commission co-developed an SDG Guidebook for listed companies to report on their alignment to the SDGs and provided training to companies – worth \$82 billion – to align their management approaches with the SDGs.

**UNDP IMPLEMENTS ITS \$1 TRILLION FINANCE MOONSHOT THROUGH:**



# FUTURE IN ACTION

## Inclusive, digital transformation

Digitalization has been called the ‘transformative opportunity of our time’ with **70% of the 169 SDG targets** directly benefiting from its application. However, 2.6 billion people, mostly in low-income countries, remained offline in 2023, while technologies such as artificial intelligence create risks of job losses and social harm.

UNDP works with **governments, the private sector, NGOs, academia and development partners** to create a world in which digital is an empowering force for people and planet.

Over **120 UNDP Country Offices** are leveraging digital innovation to amplify the impact of their country programmes. We also championed whole-of-society digital transformation in **50 countries**, including 15 Least Developed Countries (LDCs) and 15 Small Island Developing States (SIDS). This includes deploying digital readiness assessments, building national digital strategies and policies, supporting digital public infrastructure (DPI), and strengthening local digital ecosystems.

Following UNDP’s support for its Digital Readiness Assessment and development of a national Digital Strategy, **Trinidad and Tobago’s** government committed **\$8.2 million** towards national digital transformation.

Serving as a knowledge partner on DPI during **India’s G20 Presidency** in 2023, UNDP helped to steer global leadership on DPI adoption. The Secretary-General’s High Impact Initiative on DPI, which UNDP leads with the International Telecommunication Union (ITU), helped to mobilize \$400 million in commitments towards advancing safe and inclusive DPI.

Digital ID is one of the foundational layers of DPI, which accelerates access to essential services and economic opportunities. In **Malawi**, 618,000 birth registrations were captured digitally, with **over 95% of children** receiving their birth certificates. These certificates will enable them to obtain their national ID at 16, a precondition for political participation and financial inclusion.

### Digital X

Digital X is UNDP’s Partnerships for Scale Programme, connecting governments and countries with vetted, ready-to-scale digital solutions, with a current catalogue of 110+ solutions. More than **390 million people across 190+ countries** have been supported through solutions selected for the catalogue.

In 2023, the programme enabled schoolgirls in **China** to participate in learning bootcamps to increase their digital STEM skills. In **Mexico**, it facilitated a collaboration that helped indigenous female artisans gain access to a secure e-commerce platform, allowing them to sell their handicrafts at a fair price.

## Accelerator Labs Network

The UNDP Accelerator Labs is a fast and large learning network on sustainable development challenges. **Operating at scale** throughout the world, the network has attracted a diverse range of partnerships, while facilitating **insights, data and grassroots solutions** for action-based learning on what it takes to reach the SDGs.



Active in **115 countries**



**6,000+** development solutions sourced



**1500+** partnerships

**Citizen science** is the collection and analysis of data relating to the natural world by members of the general public in collaboration with professional scientists. UNDP in Argentina, powered by its Accelerator Lab, and partnering with the government, mapped 55 citizen science solutions to help close the climate data gap. As of 2023, more than **15,000 Argentinian citizens** are involved in citizen science related to **11 SDGs**.

UNDP India’s Accelerator Lab and partners co-created the **world’s first-of-its kind digital public good on climate resilient agriculture**. The platform uses remote sensing and artificial intelligence to identify farms that are vulnerable to climate change and those that have developed local solutions as a way to guide investments.

### Unearthing planetary data

Climate action includes monitoring phytoplankton (microalgae) in the Antarctic Peninsula. Citizen scientists with minimal to no formal training work with a polar guide to take water samples, make environmental measurements, and record vital data. Powered by UNDP Argentina’s Accelerator Lab.

Photo: FjordPhyto Phytoplankton



# STAY AND SUPPORT

Today, the world faces the highest number of violent conflicts since the Second World War. **Two billion people — a quarter of the world’s population — live in places affected by such conflict.** At the same time, the world faces an increase in extreme weather events linked to climate change, with the cost increasing nearly eight-fold globally since the 1970s.

UNDP spends **50% of its resources in fragile contexts**, investing in all 60 countries defined as fragile by the OECD – boosting recovery, building resilience and bringing hope to the most fraught parts of the world.

Most recently, in response to the **Gaza War**, UNDP supported critical health and municipal waste management workers and installed solar-powered desalination units for 85,000 people. We are preparing a comprehensive early recovery programme with our partners to respond as soon as security conditions allow. Since its establishment, UNDP’s Programme of Assistance to the Palestinian People (PAPP) has delivered more than \$1.7 billion across the occupied Palestinian territories.

Our **Crisis Offer** puts the humanitarian-development-peace nexus into effect. We work with local, national and international partners to address the root causes of crises; prioritize conflict prevention; promote social cohesion; and invest in lives and livelihoods in tandem with humanitarian and peace operations.

The Crisis Offer also supports governments at all levels to mainstream **disaster risk reduction** to reduce vulnerabilities to natural hazard-related shocks and strengthens disaster preparedness and recovery capacities. Promoting gender equality is also at the centre of our Crisis Offer.



### Recovery on every level

Devastating rains, floods and landslides in 2022 impacted more than 33 million people across Pakistan, displacing 8 million and damaging 2 million homes. UNDP’s Flood Recovery Programme continues to benefit households through cash for work, resilient infrastructure, livelihood revival, women’s training, and water, sanitation and hygiene services.

Photo: UNDP/Shuja Hakim

## Highlights of our current and future work

### Early recovery and reconstruction

#### Ukraine

- Energy-generating equipment kept energy supplies stable for 6 million people
- Clearance and safe disposal of more than 150,000 tonnes of rubble from homes, hospitals and schools
- National demining personnel fully equipped to enhance the safety of 8.5 million people – over 20% of today’s residents of Ukraine
- Since 2022, 21 million Ukrainians accessed crucial digital services, including IDP registration, pension services and monetary support for veterans

- Mobilized over \$300 million since 2019
- Through large-scale rehabilitation and reconstruction in 46 total localities, nearly 300,000 people have access to quality health care
- More than 400,000 formerly displaced people have returned to their homes. Community perception surveys show that 1.1 million people, including 600,000 women, now feel safe and secure
- More than 53,000 people, mostly women and youth, have directly benefited from livelihood support

### Area-based approaches, working directly with communities

#### Afghanistan

- UNDP and partners have supported over 11.4 million people since 2021
- Small grants and training for 75,000 women-owned enterprises, with 900,000 jobs created by the enterprises

### Stabilization

#### 2 Regional Stabilization Facilities

Lake Chad (Cameroon, Chad, Niger and Nigeria) and Liptako Gourma (Burkina Faso, Mali and Niger)

#### Myanmar

- Working in 77 townships across the country, UNDP reached 2.1 million vulnerable people, half in Rakhine, from 2021 to 2023, addressing urgent basic needs and supporting livelihoods for vulnerable people

### Development solutions to forced displacement

- In 2023, UNDP helped create jobs for 500,000 Syrian refugees and host community members, and trained almost 40,000 civil servants in Türkiye, Lebanon, Jordan, Iraq and Egypt as part of the Regional Refugee Resilience Plan (3RP), which UNDP co-leads with UNHCR. Over the past six years, the 3RP has invested \$1.6 billion in strengthening national public institutions

#### Mozambique

- UNDP, in partnership with national and local authorities, has helped to re-establish state presence and restored livelihoods and essential services, allowing the safe return of over 500,000 internally displaced people

### Disaster management

#### Colombia, Ecuador, Guatemala, Peru

- Established a Regional Risk Mechanism with governments to enhance climate risk monitoring, information management and forecasts projection for prevention and preparedness actions related to El Niño

#### Nepal

- Helped rebuild infrastructure and bolster disaster risk management following the major earthquakes of 2015 and 2023, helping to reduce lives lost from 9,000 to 154

#### Afghanistan, Myanmar, Syria, Türkiye

- Conducting joint post-disaster needs assessments and the development of recovery plans in 2023 under the EU-UN-World Bank partnership

## OUR LEADERSHIP



**Achim Steiner**  
Administrator



**Haoliang Xu**  
Associate Administrator\*



**Ahunna Eziakonwa**  
Regional Bureau for Africa



**Abdallah Al Dardari**  
Regional Bureau for Arab States



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



**Ivana Živković**  
Regional Bureau for Europe and the Commonwealth of Independent States



**Michelle Muschett**  
Regional Bureau for Latin America and the Caribbean



**Shoko Noda**  
Crisis Bureau\*\*



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



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



**Marcos Athias Neto**  
Bureau for Policy and Programme Support\*\*



**Usha Rao-Monari** – served as Under Secretary-General and Associate Administrator until July 2023.



**Asako Okai Asako** – served as Assistant Secretary-General and Director of the Crisis Bureau until August 2023.

## TEAM UNDP

At UNDP, we focus on empowering our people to consistently deliver better and stronger results. We do this by building their capabilities and by creating an inclusive, equitable work culture where innovation and experimentation can thrive.

### People for 2030 Strategy



**23,000+ UNDP PERSONNEL**

Now in the second phase of the strategy, we're improving the personal and professional experience of our people, firmly establishing UNDP as an employer of choice in the development sector.

Our new **UNDPListens** engagement survey was designed to ensure that all personnel can share their feedback openly and confidentially. Nearly **12,000 colleagues** spoke up through the survey in 2023, the highest response rate in nearly two years of global staff surveys.

We are building a talent pipeline of diverse, committed professionals. The third cohort of the **UNDP African Young Women Leaders Fellowship Programme** attracted over 12,000 applications, while the first cohort of UNDP's **Graduate Programme** came from 15 UNDP programme countries.

### New learning opportunities



**278** future leaders supported through our Leaders for 2030 Programme



**10,000+** colleagues participated in our career development webinars



**800+** professional certification courses offered in key areas

### UNDP Goodwill Ambassadors (GWAs)



Photo: UNDP Kenya



Photo: Emmanuel Agbebe

In 2023, our Goodwill Ambassadors took centre stage at high-level events during UNGA 78 and the SDG Summit. Nikolaj Coster-Waldau spoke about AI and inequality, while Afropop artist Yemi Alade joined him in a panel discussion on fighting gender-based violence, and performed her favourite songs to inspire action for the SDGs.

We also welcomed Her Royal Highness Crown Princess Victoria of Sweden as a new Goodwill Ambassador, joining our dedicated team of GWAs and celebrity advocates.

# WORKING TOGETHER

\*Entry on Duty: July 2023.

\*\*Entry on Duty: November 2023.

## OUR PERFORMANCE

### DELIVERY



**\$4.9 billion in delivery**  
(highest in over a decade)

### OUR VALUES



#### Transparency

UNDP ranked 7<sup>th</sup> overall in transparency, the 2<sup>nd</sup> most transparent UN agency (2022 Aid Transparency Index)



#### Gender Equality

UNDP exceeded 94% of UN-SWAP\* indicators in 2023, compared with the 83% average across UN organizations



#### Preventing Sexual Harassment & Sexual Exploitation & Abuse (SEA)

UNDP adopted an updated Strategy and Action Plan on Response to Sexual Harassment and SEA that aims to reduce the incidence of sexual misconduct, ensure perpetrators are dealt with effectively, build safeguards into all our programmes, and minimize risks



#### Diversity, Equity & Inclusion

UNDP's first DEI Strategy launched as part of becoming a safe and truly diverse anti-racist organization, free from all forms of harassment. New tools designed to address racism, disability and LGBTQI+



#### Ethics and Integrity

78% increase in participation in ethics training



#### Greening the Blue sustainable practices

UNDP has cut electricity-related emissions by 13.3% while realizing an expected \$22 million in savings in 2023 as part of its commitment to reduce GHG emissions by 25% by 2025

\*United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

### ACCOUNTABILITY, RISK MANAGEMENT AND EFFICIENCY



18<sup>th</sup> clean audit opinion from the UN Board of Auditors



Launched new Risk Management Module as part of our digital platform to better facilitate the escalation and management of risks across the organization



91 cents of every dollar invested on development programming and services (up from 88 cents in 2018)

## RECOGNITION

UNDP's Cybersecurity Unit obtained ISO 27701 certification for **Best Practices in Privacy Information Management**



UNDP accepted Oracle's Shift Award for the rapid global adoption of the **Quantum Human Resources module**



UNDP China's **SDG localization project** received a Central Asia Regional Economic Cooperation Program (CAREC) Award for Advancing Gender Equality 2023



UNDP Bangladesh won the Global Center on Adaptation (GCA) Award at COP28 for its innovative Local Government Initiative on Climate Change (**LoGIC**) Project



UNDP and partner GitHub received a Bronze Anthem Award for **The Digital Development Compass**, a novel tool which supports countries through their digital transformation journey



**Digital X, UNDP's Partnerships for Scale Programme**, was honoured as one of the World Changing Ideas 2023 by Fast Company magazine



Salesforce, our Customer Relationship Management (CRM) provider, honoured UNDP with a Digital Transformation Excellence Recognition for our implementation of **UNITY**, our Partner and Pipeline Management solution



UNDP and Hyundai's **for Tomorrow** initiative won a Gold award for its documentary in the Awareness and Media categories, for Branded Content or Collaboration for Sustainability, Environment & Climate



"UNDP has become more flexible [in] dealing with new areas. They have gone ... [from] more focused operations to also looking much more at the systematic level."

— Government partner, perception survey of external stakeholders

"[UNDP has] strengths on conflict prevention, linking development, humanitarian and peace."

— UN system partner, perception survey of external stakeholders



## UN FAMILY

Our partnerships with UN entities are catalytic in developing transformational policy-driven solutions and leveraging financing opportunities for the SDGs. Our joint interventions contribute to the accelerated efforts towards the SDGs, including by tackling the climate crisis in support of the Paris Agreement commitments.

UNDP has a \$2.3 billion portfolio to **protect climate and nature**, with nearly 300 projects spanning 142 countries (including 46 LDCs, 37 SIDS and 21 High Emitters) and delivered in collaboration with **over 35 partners across the UN and beyond**.

UNDP is part of a coalition of **31 UN agencies through the Joint SDG Fund**, an inter-agency pooled fund that incentivizes transformative policy and financing to shift and stimulate strategic investments required to catalyse and accelerate progress against the SDGs. Since its establishment in 2017, the Joint Fund has mobilized over \$370 million from 19 contributing partners and has helped countries shape more than 300 financial solutions to invest in the SDGs across 119 UN country teams.

Since 2019, working with Resident Coordinators and UN Country Teams through the **Spotlight Initiative, UNDP, together with UN Women, UNFPA and UNICEF**, delivered a package of comprehensive interventions to respond to violence against women and girls. They have supported 477 laws and policies, and allocated \$190 million to civil society organizations. Nearly 2.5 million women and girls have accessed gender-based violence services, just to name a few, in 32 countries across five regions.

## OUR PARTNERS



### PARTNERING FOR DIGITAL INCLUSION

UNDP's longstanding experience and expertise in the digital development space led to its **co-hosting of SDG Digital**, a high-level event co-organized with ITU, to increase action on accelerating the use of digital in support of the SDGs. The event gathered top representatives across **governments, private sector, civil society and international organizations**, along with **over 500 in-person participants** and many more online during SDG Action Weekend.

Photo: ITU Pictures

UNDP was proud to host crucial, specialized functions for the UN's work around the world in 2023:



UNV deployed almost **13,000 volunteers** across the UN system



The UNOSSC brokered collaborative initiatives involving over **100 countries**



The MPTF Office administered over **\$1 billion** in UN inter-agency funds involving 107 programme countries, 54 UN entities and an increasing number of non-UN actors



UNCDF delivered over **\$100 million** for the third consecutive year

# STRONG, SUSTAINABLE PARTNERSHIPS

## PRIVATE SECTOR PARTNERS

These and many other partnerships, from private sector groups to individual companies and organizations, allow us to unlock new ways to achieve sustainable development throughout the world. For example, the Insurance and Risk Finance Facility (IRFF) partners with insurers, reinsurers, brokers and other industry partners – including the Insurance Development Forum and together with government – to leverage industry expertise, resources and networks to build the financial resilience of communities and countries all over the world.



## How to stop a gigantic oil spill

### Preventing a humanitarian and environmental disaster

Constructed in 1976 and moored off the coast of Yemen, the SAFER supertanker was later converted into a floating storage and offloading facility (FSO) for oil. But production, offloading and regular maintenance operations were suspended in 2015 because of the war in Yemen.

At the UN Secretary-General's request, UNDP, working closely with the Resident Coordinator, was mandated to implement the complex project to **transfer more than one million barrels of oil before the tanker broke apart**. We assembled a team of world-class technical expertise, including a marine management consultancy firm, maritime legal firm, insurance and ship brokers, and oil spill experts.

After two years of political groundwork, fundraising and project development, a United Nations-led operation has prevented a massive oil spill, which would have devastated fishing communities on Yemen's Red Sea coast, wiping out **200,000 livelihoods** instantly. Whole communities would have been exposed to life-threatening toxins, with oil also reaching the shores of **Saudi Arabia, Eritrea, Djibouti, and Somalia**.



Photo: SMIT/Coen De Jong



## 2023 FUNDING

### Top contributors



### Highlights

#### 4% decrease in core funding (regular resources)

Core contributions received in 2023 decreased to \$566 million from \$591 million in 2022

#### 9% increase in government financing

Contributions from government financing increased to \$1.2 billion from \$1.1 billion in 2022

#### 8% increase in funding windows

Contributions from thematic funding windows increased to \$128 million from \$119 million in 2022

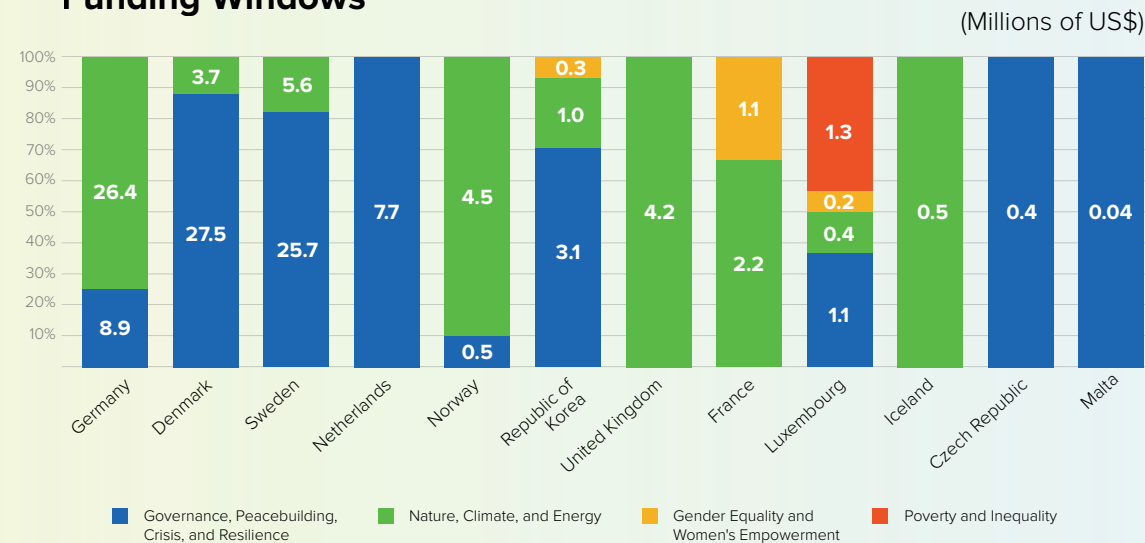
#### 10 partners increased their contribution to regular resources

Germany, Japan, Norway, France, the Republic of Korea, Ireland, Spain, Austria, Liechtenstein and Andorra

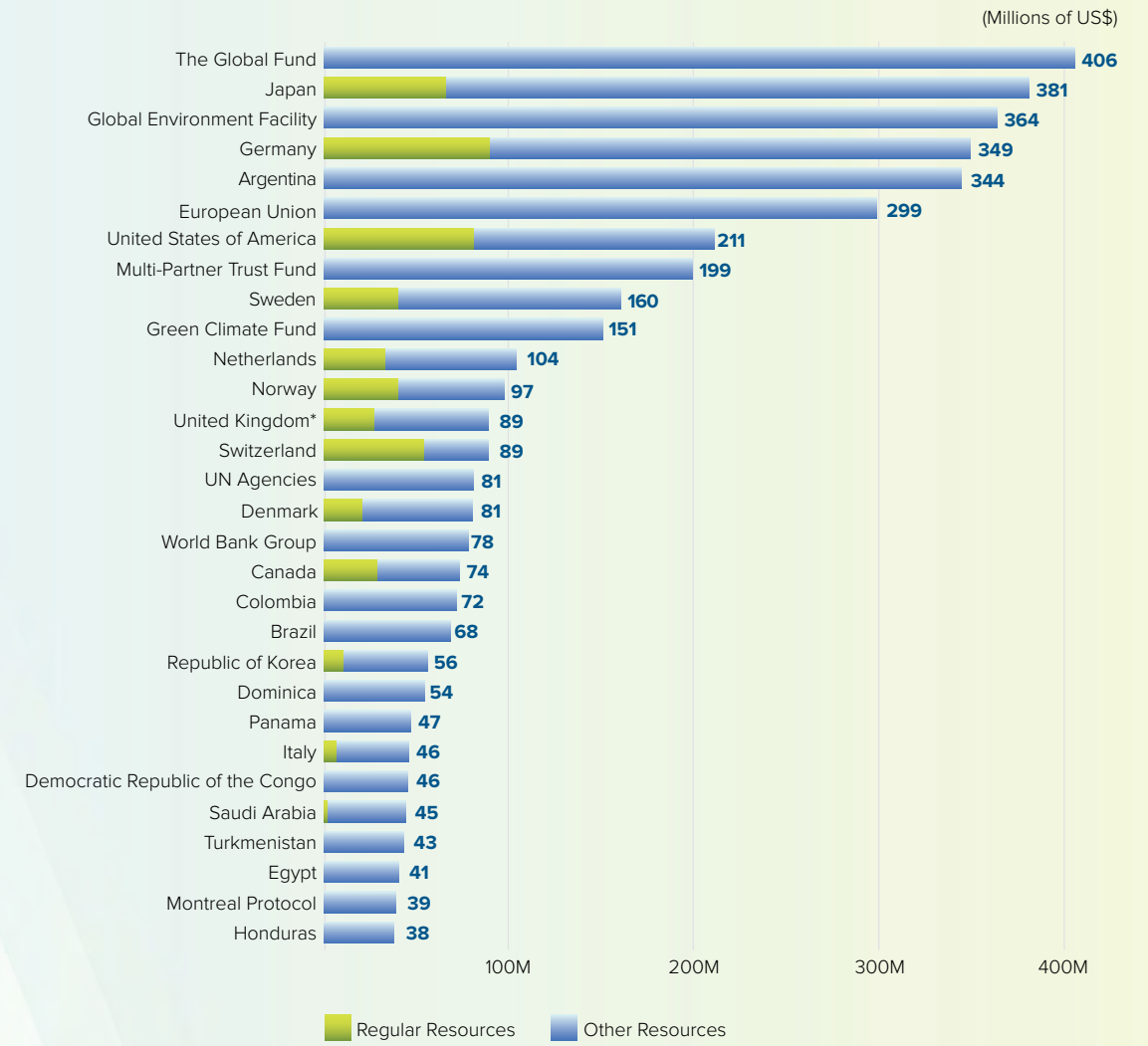
#### 10 partners had multi-year pledges to contribute regular resources

Australia, Belgium, Denmark, Luxembourg, Netherlands, New Zealand, Qatar, Sweden, Switzerland and Türkiye

### Funding Windows



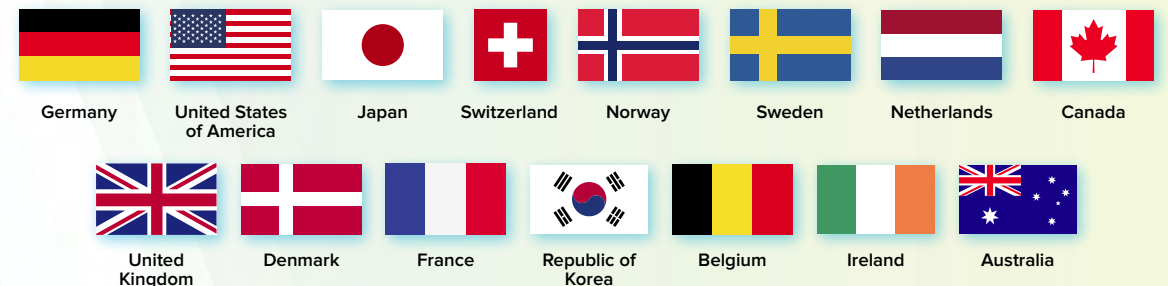
### Top 30 contributions



\*Includes regular resources intended for 2022 but received in 2023.

### 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 February 2024 and subject to change until the completion of audited financial statements.

# ONE WORLD

## Headquarters

- 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

## 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

## Policy and Programme Centres

- Doha (Partnership and Technical Advice Office)
- Istanbul International Centre for Private Sector in Development
- 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

## 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

## 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

## 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

## 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



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